Employment Equity

Annual Report 1992-93

103-05476/

TABLE OF CONTENTS

PAGE

Executive Summary i

Background 1

Regulation 50 a) Applicant 2

Regulation 51 a) Name of Applicant 3

Regulation 51 b) Name of Person Responsible 4

Regulation 51 c) Designated Groups in Accordance with Sections 53 a) i) to iii) 5

Regulation 53 a) i) Representation of the Designated Groups 7
- A. Workforce Survey 7
- B. Statistical Data 8

Regulation 53 a) ii) Community Analysis 24

Regulation 53 a) iii) Under-representation 24
- A. Non-traditional Occupations for Women 24
- B. Women in the Public Service 26

Regulation 51 d) Goals in Accordance with Section 56 a) 26
- A. Long-term Goals 26
- B. Short-term Goals 26

Regulation 51 d) Short-term Goals for 1993/94 28

Regulation 51 e) Special Measures 29
- A. Advertising 29
- B. Recruitment 31
- C. Developmental Opportunities 42
- D. Sexual Harassment 49
- E. Education and Awareness 50
- F. Other Initiatives 57
- G. Difficulties Encountered 61
- H. Accommodating Persons with Disabilities 62

Regulation 51 f) Committee Structure 65

Regulation 51 f) Names of Joint Committee per Section 60 67

Terms and Conditions 70

Appendices

LIST OF TABLES

TABLE		PAGE
1	Designated Group Representation in Government 1989-1993	10
2	Persons of Aboriginal Ancestry Representation in Government by Type of Position March 31, 1992 and March 31, 1993	11
3	Persons With Disabilities Representation in Government by Type of Position March 31, 1992 and March 31, 1993	12
4	Women Representation in Government by Type of Position March 31, 1992 and March 31, 1993	13
5	Representation in Management Positions 1989-1993	14
6	Designated Group Representation in Management Levels March 31, 1992 and March 31, 1993	14
7	Workforce Analyses of Permanent Staff by Occupational Groups March 31, 1993	16
8	Workforce Analyses of Non-Permanent Staff by Occupational Groups March 31, 1993	16
9	Workforce Analysis of Permanent and Non-Permanent Staff by Occupational Groups and Gender for Persons of Aboriginal Ancestry March 31, 1993	17
10	Workforce Analysis of Permanent and Non-Permanent Staff By Occupational Groups and Gender for Persons with Disabilities, March 31, 1993	18
11	Staffing of Permanent Positions by External Hires April 1, 1992 to March 31, 1993	19
12	Staffing of Non-Permanent Positions by External Hires April 1, 1992 to March 31, 1993	20
13	Promotion and Reclassification of Permanent Staff April 1, 1992 to March 31, 1993	21

14 Turnover of Permanent Positions
April 1, 1992 to March 31, 1993 22

15 Designated Group
Representation in CUPE 600 Positions
March 31, 1992 and March 31, 1993 23

16 Non-traditional CUPE 600 Positions
March 31, 1992 and March 31, 1993 25

17 Non-traditional SGEU Positions
March 31, 1992 and March 31, 1993 25

18 Short-term Goals and Recruitments 1992/93 27

19 Employment Equity Data: Designated Group Employees Leaving the
Public Service, January 1, 1993 - March 31, 1993 39

20 Staffing of Summer Students by External Hires 41

21 Summer Student Program Applicants by Designated Group 42

22 Learning Opportunities 44

23 Temporary Assignments 47

24 Work Arrangements 48

25 Accessibility Projects Completed 1992/93 63

List of Figures

Figure 1 Aboriginal Candidate Inventory Project 34

Government of Saskatchewan

Executive Summary

The Government of Saskatchewan and both public service unions, the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees Local 600 (CUPE 600), have been working together to implement employment equity initiatives within Executive Government. All government departments are responsible for developing, implementing and monitoring employment equity activities, which are summarized in this report.

We continue to be committed to the principles of employment equity and recognize that it is an effective means of enhancing employment opportunities for designated group members in the public service. This commitment was reiterated in the Throne Speech delivered on February 25, 1993.

The 1992/93 fiscal year proved to be challenging year for the employment equity program in the provincial public service. In the spring of 1992, several departments made major structural reorganizational changes which was followed shortly by downsizing activities. Then in November 1992 and continuing into 1993, collective bargaining negotiations resulted in rotating job action, creating a delay in the implementation of certain special measures with the SGEU and, in many departments, deployment of management staff to other areas. In mid-March, the public service was downsized again, which will have implications for our recruitment strategies over the short and long-term.

The Government continued to surpass its numerical goals for women in management and non-traditional positions. However, the government was not successful in meeting its quantitative goals for persons of Aboriginal ancestry and persons with disabilities. We are very much aware of the need to accelerate the entry and retention of these designated groups and to undertake innovative and supplementary activities to increase their representation. For 1993/94, intensive efforts, as outlined in this report, will be undertaken to increase the recruitment and the promotion of members of these designated groups.

In September, 1992, the Saskatchewan Human Rights Commission (SHRC) directed all employers with employment equity plans approved under Section 47 of the **Saskatchewan Human Rights Code** to include members of visible minorities as a designated group for special measures. A sub-committee consisting of representatives from several departments and SGEU conducted a comprehensive study of the barriers faced by members of visible minorities. The study proposed a number of recommendations for implementation, based on an analyses of a comprehensive literature review and extensive consultations with voluntary groups, other jurisdictions and relevant government departments. The draft report was submitted to the SHRC for their review prior to the monitoring hearings, however, SGEU and CUPE reserve the right to make revisions, as they had not reviewed the plan in detail due to job action and work commitments.

In early 1992, several departments participated in a pilot project on exit interviews. A report on the results was filed with the SHRC in December 1992. Effective January 1, 1993, all departments were required to conduct interviews with designated group employees who were leaving the public service. Exit interview data are included in this Annual Report for the first time.

The SHRC requested additional statistical data in its 1992/93 Terms and Conditions of Approval. To comply with this request, the PSC re-programmed components of its computer system to produce variable data by occupational groups, designated group and gender. Data were collected for permanent and non-permanent staff, external hires, summer students and for promotions, transfers and terminations. While the SHRC staff had requested that the Annual Report be condensed relative to previous years' reports, it was not possible to do so, due to the additional statistical tables.

The Steering Committee on Employment Equity, chaired by the Deputy Minister to the Premier and comprised of eight permanent heads, monitored the government's program. This year, the Committee was actively involved in designing an enhanced and improved program for the public service, and in recommending expansion of the employment equity program to the Crown and Treasury Board corporations.
The Committee also discussed a possible review of policy options for expansion of employment equity to other employers.

A sub-committee on employment equity communications, chaired by the provincial employment equity coordinator, designed and distributed an information package on the program and the designated groups. The package consisted of a folder containing six brochures and a comprehensive booklet on appropriate verbal, written and visual communications.

Departments continued to undertake a variety of special measures, many of which were ongoing, while others were new and unique to a particular department. These special measures were initiated to achieve three goals:

1. eliminate current employment barriers caused by discrimination and disadvantage;
2. remedy the effects of past and prevent future discrimination and disadvantage; and
3. improve the representation of the designated groups in the public service.

Examples of some of the initiatives undertaken by departments, unions, and the provincial coordinator include:

- depicting designated group members positively in publications, internal and external to government;

- reviewing job descriptions to ensure the absence of systemic barriers;

- participating in career fairs, conducting orientation sessions, and making presentations to staff and designated group students at educational institutions regarding careers in the public service;

- setting assertive quantitative short-term goals, in recognition of the current economic restraints;

- utilizing services of voluntary groups and other government departments (Disabilities Directorate, Women's Secretariat, Indian and Metis Affairs Secretariat), and accessing inventories of resumes when filling vacant positions;

- providing co-op and summer students from educational institutions and trainees from voluntary agencies with work experience and possibly job placement;

- encouraging and supporting designated group employees who may be interested in secondments, job rotations, special projects and temporary performance of higher duties and other measures to enhance skills and work experience;

- educating managers and employees about the benefits of employment equity programs, as well as creating awareness of the designated groups: cross-cultural and inter-cultural sessions, focus on ability not disability, barriers faced by women in non-traditional workplaces;

- conducting awareness seminars on sexual harassment policies;

- renovating government owned and leased buildings to ensure that buildings are physically accessible and that meeting rooms, conference centres are accessible when planning seminars and meetings;

- providing technical devices and special services to employees with disabilities; and

- offering assistance and vocational counselling regarding career changes, personal problems and job accommodations, upon request.

We are optimistic of the future of employment equity in the public service and look forward to making significant advances over the next few years. We will continue to work closely with managers and staff, SGEU and CUPE Local 600, other employers and voluntary groups representing the designated groups in our efforts to achieve our goals.

GOVERNMENT OF SASKATCHEWAN

ANNUAL EMPLOYMENT EQUITY REPORT 1992/93

BACKGROUND:

In June 1987, the Saskatchewan Human Rights Commission (SHRC) approved an Interim Employment Equity Plan (also known as Affirmative Action or Employment Fairness) which applied to out-of-scope, entry-level, and non-permanent positions and employees within the public service. A revised plan was submitted and approval was reaffirmed in July 1989.

This plan dealt only with those public service positions in which the hiring and promotion decisions were not directly impacted by provisions of the collective agreements.

Subsequently, joint consultations commenced with the Public Service/Government Employment Bargaining Unit of SGEU and with CUPE 600 to develop employment equity plans which would apply to in-scope positions and employees.

These consultations/negotiations were successful, as employment equity plans were developed and agreed to by all parties. In November 1988, the SHRC approved an Interim Employment Equity Plan which applied to SGEU positions and employees. The final comprehensive SGEU/Government plan was approved in March 1990. A plan applying to CUPE 600 positions and employees was approved by the SHRC in July 1989.

Approval of these three plans means that the government may implement employment equity initiatives which cover all public service employees and positions.

Many of the initiatives outlined in each of the plans are similar. In addition, with the exception of joint union/management committees, the same government structures are used to develop, implement, coordinate and/or monitor each of the government employment equity plans.

This annual report will, therefore, address all three approved employment equity plans on actions taken during the year to implement the plans, on progress made, difficulties encountered and on changes under consideration.

The structure of this annual report follows the format of the Legal Provisions and Program Approval provided by the SHRC.

Regulation 50 a) **Applicant**

The applicant is the Government of Saskatchewan. The application is for approval of three employment equity plans addressing:

1) out-of-scope, entry-level, and non-permanent positions and employees

2) SGEU positions and employees

3) CUPE 600 positions and employees

Out-of-scope and SGEU positions are located throughout the province, although most are located in Regina and Saskatoon.

CUPE 600 positions in the Departments of Social Services and Health are located in the following centres and institutions:

- Mental Health Centre, Prince Albert
- Mental Health Centre, Weyburn
- Mental Health Centre, Yorkton
- Valley View Centre, Moose Jaw
- Saskatchewan Hospital and Battlefords Mental Health Centre, North Battleford

Regulation 51 a)

Name of the Applicant

As of March 31, 1993, there were 18 government departments, 2 secretariats and 1 Treasury Board Crown Corporation participating in the Government of Saskatchewan's employment equity program. The plans covered positions and employees in the following departments, secretariats and corporation:

Agricultural Credit Corporation of Saskatchewan
(Treasury Board Crown Corporation)
Agriculture and Food
Economic Development
Education, Training and Employment (formerly Education)
Energy and Mines
Environment and Resource Management (formerly Environment and Public Safety, and Parks and Renewable Resources)
Executive Council
Finance
Health
Highways and Transportation
Indian and Metis Affairs Secretariat
Justice and Attorney General
Labour
Milk Control Board
Municipal Government (formerly Community Services & Rural Development)
Office of the Ombudsman
Public Service Commission
Saskatchewan Alcohol and Drug Abuse Commission
Saskatchewan Municipal Board
Social Services
Women's Secretariat

Effective March 18, 1993 several departments were amalgamated, as indicated above. The Family Foundation and Seniors' Secretariat were eliminated in 1992 and 1993 respectively, and the staff incorporated into other departments. For this year's report, each department, as it existed prior to the amalgamations, reported on its 1992/93 activities.

The plan which applies to SGEU employees involves the departments and agencies listed in article 41.1.6 of the collective agreement.

Regulation 51 b)

Name of Person Responsible

The Deputy Minister to the Premier chairs the Employment Equity Steering Committee and continues to be responsible for implementing and monitoring the plans throughout government. As of March 31, 1993, the Committee members were:

Ron Clark	Deputy Minister to the Premier, Chairperson
Merran Proctor	Deputy Minister, Labour, Vice-Chairperson
Shiela Bailey	Chair, Public Service Commission
Cheryl Hanson	Advisor, Saskatchewan Finance
Marv Hendrickson	Secretary, Saskatchewan Indian and Metis Affairs Secretariat
Con Hnatiuk	Deputy Minister, Social Services
Bill Hyde	Vice-President, Human Resources, Crown Investments Corporation
Arleen Hynd	Deputy Minister, Education, Training and Employment
Marianne Weston	Executive Co-ordinator, Women's Secretariat
Lily Tingley	Provincial Employment Equity Coordinator

The Steering Committee has overall responsibility for the government's employment equity program. The provincial Cabinet determines government policy and direction on employment equity. At the interface between Cabinet and the public service, the Steering Committee interprets Cabinet policy and manages its implementation.

In 1992/93 the Deputy Minister of Labour was responsible for co-ordinating the implementation of the plan. Effective April 1, 1993, responsibility of employment equity administration in Executive Government was transferred from Labour to the Public Service Commission (PSC).

The Chair of the PSC is responsible for supporting and promoting the plan through the PSC's training and staffing activities.

The permanent head of each department is responsible for the implementation of the employment equity plan in that department.

The two joint union/government employment equity committees are responsible for overseeing the implementation of the plan, developing new initiatives, and providing consultative services and feedback on activities.

Regulation 51 c)

Designated Groups

in Accordance with Sections 53 a) i) to iii)

The four designated groups addressed by the employment equity plans are women, persons of Aboriginal ancestry, persons who have physical or mental disabilities and members of visible minorities.

The plans deal with the under-representation of women in managerial and non-traditional occupations throughout the public service. Managerial occupations for women include all those in the management and professional levels 1 to 12B. Non-traditional occupations include those classifications which have fewer than 30% of the positions occupied by women (along with appropriate related classifications). The latter definition of 30% females in a non-traditional classification was developed in consultation with the SGEU and CUPE 600, since the majority of these are in-scope. The SHRC's comparable statistic of females in the working age population is 43%.

Persons of Aboriginal ancestry include Indians, Metis and Inuit. The comparable statistic of the working age population for Aboriginal people, compiled by the SHRC, is 12.2%.

The government's plans also include persons with physical or mental disabilities. Persons with disabilities are defined as those who actually require an accommodation in the workplace or who

have a visible disability. The corresponding community representation statistic as provided by the SHRC is 6.2% of the working age population.

In September 1992, the SHRC directed all employers with approved employment equity plans to include members of visible minorities as a designated group for employment equity purposes. The SHRC's comparable statistics for members of visible minorities is 4.4% in each of the cities of Regina and Saskatoon and 2.3% in all other areas of Saskatchewan.

In response to SHRC's directive, a sub-committee composed of representatives from Labour, PSC and SGEU was established to conduct a study consisting of a literature review, analysis of statistical data, consultations with voluntary groups and government departments, and discussions with other jurisdictions across Canada. The study identified barriers that members of visible minorities face in the workplace and made twenty-four recommendations. As of March 31, 1993, the final draft of the study has not been released, due to a delay in consultation and approval from SGEU and CUPE representatives, as the result of ongoing collective bargaining negotiations. Briefly, some of the highlights from the study are:

- Twelve community and voluntary organizations and four provincial government departments were consulted. In addition, letters requesting written comments were sent to sixteen locally based ethnocultural and multicultural organizations. No written responses were received.

- The major barriers to employment identified by members of visible minority groups were racism, both systemic and overt, lack of recognition of foreign credentials, insufficient knowledge of English, and informal recruitment practices.

- The special measures recommended by the literature and consultations ranged from the establishment of a data base to enhanced job training. Recommendations included: intercultural awareness training for managers and staff, an outreach program to recruit qualified candidates for vacancies, a review of the assessment of foreign credentials, a mentoring program, and job training or placement programs to allow immigrants the opportunity to gain Canadian work experience.

Regulation 53 a) i) Representation of the Designated Groups

A. Workforce Survey

In February 1989, a voluntary Workforce Survey of all employees was conducted to compile information on numbers of persons of Aboriginal ancestry and persons with physical disabilities in the public service. New employees hired by the government since February 1989 are provided the Workforce Survey form to complete on a voluntary basis. In addition, current employees were free to complete a revised form at any time if their circumstances changed.

In consultation with voluntary groups, employment equity co-ordinators and both unions, the Workforce Survey form was revised in the fall of 1991, to include mental disabilities in the definition of disability for employment purposes. The survey form was distributed to all departments for voluntary completion by new employees, current employees whose circumstances have changed, and employees who wished to self-identify under the new definition.

Data collected in the survey conducted since 1989 have been incorporated in the statistical summaries that follow.

In 1993/94, the Workforce Survey form will be revised to permit members of visible minorities to self-identify. The persons of Aboriginal ancestry section will also be revised to allow self-identification by category: Indian, Metis and Inuit. The forms will be distributed to all departments to be forwarded to all employees for completion.

The voluntary nature of the survey form, based on self-identification continues to be a problem. Designated group employees may be reluctant to self-declare, therefore, the recorded statistics do not accurately reflect actual representation in the workplace. Studies in other jurisdictions have shown that this is a common difficulty among all employers, however other means of identification, (e.g. by employer or mandatory self-declaration) are not recommended as it violates the privacy of the employee. The Special Committee on the Review of the **Employment Equity Act** suggests that there is no viable alternative to self-identification. Workplace surveys must be conducted in conjunction with education programs designed to make employees feel at ease

with the identification process and to reassure them that the information is both important and confidential.

B. Statistical Data

(i) Overall Representation and By Type of Position

Tables 1 - 4 summarize representation, as of March 31, 1993, of the three designated groups in the public service. Table 1 provides an overview of representation in government from 1989 to 1993. Tables 2 - 4 contain percentage statistics by designated groups and by type of position, for the year ending March 31, 1993, compared to March 31, 1992.

Statistical data are not available for members of visible minorities in this year's report. It is expected that the data will be collected, analyzed and submitted to the SHRC by June 30, 1993.

The SGEU Collective Bargaining Agreement is divided into several parts referring to permanent and probationary, temporary, part-time, casual employees and labour service employees.

Labour Service employees are seasonal employees and are employed in the Departments of Agriculture and Food, Highways and Transportation, Environment and Resource Management and Municipal Government. The majority of these employees are hired during the summer months and laid off in the fall. They are often assigned to survey crews, government farms, community pastures, maintenance and bridge construction, forestry, fisheries and wildlife, historical parks, fire protection, recreation, sales and service, resource management, and ferries. These employees have special "recall" provisions which allow them to be considered for positions annually, based on their accumulated seniority.

In previous years, the Human Resources computer system (HRS) maintained by the PSC for the public service was not able to accommodate labour service employees statistics for Highways and Transportation and Environment and Resource Management (Parks and Renewable Resources) due to the nature of the complicated layoff and recall provisions. These departments were able to manually provide statistics for labour

service employees for the overall public service representation, with the exception of women in non-traditional occupations.

In 1992, the HRS system incorporated the number of all active (does not include those on layoff or on recall) labour service employees in the public service. Consequently, the resulting report indicated a substantial increase in the number of non-traditional positions in government, from 2475 on March 31, 1992 to 3267 on March 31, 1993. The corresponding representation of women in these positions is disproportionate, thereby decreasing the overall representation of women in non-traditional positions in government. Unfortunately, it will not be possible to compare the percentage of this designated group historically, due to the addition of the labour service data.

It may be noted that Highways and Transportation and Environment and Resource Management have annually raised the concern that the March 31, 1993 data was not an accurate reflection of their staff complement, as most of their labour service employees were still on lay-off and generally not recalled until May (depending on the spring weather). A proportion of their labour service employees are of Aboriginal ancestry and, therefore, are not included in the statistical analyses.

Table 1

Designated Group Representation in Government: 1989 - 1993

	March/93	March/92	March/91	March/90	March/89
Persons of Aboriginal Ancestry	3.4%	3.1%	2.9%	3.0%	2.9%
Persons with Disabilities	2.4%	2.4%	2.3%	2.3%	2.3%
Women in Management*	28.3%	26.8%	26.1%	25.0%	24.0%
Women in Non-Traditional Positions	16.1%**	19.8%	19.3%	18.5%	18.1%
Women in Government	54.7%	54.8%	54.2%	54.1%	53.2%

* Women in all levels of the Management & Professional Classification Plan

** Non-traditional positions in the Labour Service (SGEU) in Highways and Transportation, Environment and Resource Management were added to the Human Resource computer system in 1992, increasing the number of total non-traditional positions from 2475 to 3267, thereby, reducing proportionately the percentage of females in non-traditional occupations. **Historical comparisons are not possible between 1993 and previous years.**

NOTE: Figures are based on self-identification (Workforce Survey form)

Table 2

Persons of Aboriginal Ancestry

Representation in Government - By Type of Position

MARCH 31, 1992								
	FILLED POSITIONS				PERSONS OF ABORIGINAL ANCESTRY			
TYPE OF POSITION	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2117	4781	781	7,679	31	177	24	232
Temporary	30	438	38	506	0	20	2	22
Part-time	38	1401	102	1,541	1	58	3	62
Casual	20	1097	483	1,600	0	37	6	43
Labour Service	0	900	0	900	0	24	0	24
TOTAL	2205	8617	1404	12,226	32	316	35	383 (3.1%)
MARCH 31, 1993								
Permanent	2128	4777	795	7700	36	187	26	249
Temporary	44	523	33	600	0	23	1	24
Part-time	29	1342	124	1495	1	62	3	66
Casual	22	1109	399	1530	0	42	7	49
Labour Service	0	963	0	963	0	31	0	31
TOTAL	2223	8714	1351	12,288	37	345	37	419 (3.4%)

Table 3

Persons with Disabilities

Representation in Government - By Type of Position

MARCH 31, 1992								
	FILLED POSITIONS				PERSONS WITH DISABILITIES			
TYPE OF POSITION	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2117	4781	781	7,679	73	153	15	241
Temporary	30	438	38	506	1	4	0	5
Part-time	38	1401	102	1,541	0	28	0	28
Casual	20	1097	483	1,600	1	11	1	13
Labour Service	0	900	0	900	0	9	0	9
TOTAL	2205	8617	1404	12,226	75	205	16	296 (2.4%)
MARCH 31, 1993								
Permanent	2128	4777	795	7,700	65	154	16	235
Temporary	44	523	33	600	1	10	0	11
Part-Time	29	1342	124	1,495	0	25	0	25
Casual	22	1109	399	1,530	1	9	1	11
Labour Service	0	963	0	963	0	13	0	13
TOTAL	2223	8714	1351	12,288	67	211	17	295 (2.4%)

Table 4

Women

Representation in Government - By Type of Position

MARCH 31, 1992								
	FILLED POSITIONS				WOMEN			
TYPE OF POSITION	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2117	4781	781	7,679	703	2603	577	3883
Temporary	30	438	38	506	18	323	29	370
Part-time	38	1401	102	1,541	31	1068	90	1189
Casual	20	1097	483	1,600	16	774	338	1128
Labour Service	0	900	0	900	0	130	0	130
TOTAL	2205	8617	1404	12,226	768	4898	1034	6700 (54.8%)
MARCH 31, 1993								
Permanent	2128	4777	7951	7,700	744	2606	586	3936
Temporary	44	523	33	600	24	401	27	452
Part-Time	29	1342	124	1,495	21	1023	108	1152
Casual	22	1109	399	1,530	16	756	279	1051
Labour Service	0	963	0	963	0	134	0	134
TOTAL	2223	8714	1351	12,288	805	4920	1000	6725 (54.7%)

(ii) Representation by Management Levels

Tables 5 and 6 present data on the representation of the designated groups in Management levels, by historical data and by levels 1 - 6 and 7 - 12 respectively.

Table 5

Representation in Management Positions: 1989 - 1993

		March/93	March/92	March/91	March/90	March/89
Persons of Aboriginal Ancestry		1.8%	1.7%	1.6%	1.6%	1.4%
Persons with Disabilities		3.1%	3.4%	3.4%	3.3%	3.3%
Women:	Levels 7-12	20.4%	19.1%	18.1%	17.4%	16.6%
	Levels 1-6	32.6%	31.0%	30.4%	29.2%	28.1%
	Total:	28.3%	26.8%	26.1%	25.0%	24.0%

Note: Figures are based on self-identification (Workforce Survey form)

Table 6

Designated Group Representation in Management Levels

Management Levels	Filled Positions	Women	Persons of Aboriginal Ancestry	Persons with Disabilities
March 31, 1992				
7-12	630	120 (19.1%)	7 (1.1%)	28 (4.4%)
1-6	1161	360 (31.0%)	23 (2.0%)	32 (2.8%)
TOTALS	1791	480 (26.8%)	30 (1.7%)	60 (3.4%)
March 31, 1993				
7-12	632	129 (20.4%)	11 (1.7%)	26 (4.1%)
1-6	1173	382 (32.6%)	22 (1.9%)	29 (2.5%)
TOTALS	1805	511 (28.3%)	33 (1.8%)	55 (3.1%)

(iii) Representation by Occupational Group

In 1992/93 Term and Condition of Approval #2, the SHRC stipulated that additional data be collected and included in the 1992/93 Annual Report. Specific statistics were requested:

- Workforce analysis of permanent staff
- Workforce analysis of non-permanent staff
- Staffing of permanent positions by external hires
- Staffing of non-permanent positions by external hires
- Promotion of permanent staff
- Turnover of permanent staff
- Summer student hires

The data were to be categorized by occupational groups, gender and designated group.

Tables 7 and 8 present the workforce analyses of permanent and non-permanent staff by occupational group and by designated group.

Tables 9 and 10 present the workforce analyses by occupational group and by gender, for persons of Aboriginal ancestry and persons with disabilities respectively. The data are compared to representation in the total public service.

NOTE:

Permanent employee means the incumbent of a position in the classified service or in labour service whose appointment has been confirmed in accordance with the **Public Services Act** and the SGEU and CUPE Collective Bargaining Agreements.

Non-permanent employee means one who is employed on a part-time basis (employed for irregular hours of duty or for specific intermittent periods or both) or on a temporary basis (tenure of employment is limited without acquisition of any continuing right to be retained as an employee beyond such period).

Table 7

Workforce Analyses of Permanent Staff By Occupational Groups
March 31, 1993

Occupational Group	Female	Aboriginal	Disabled
Administrative, Fiscal and Clerical	81.5%	2.8%	4.1%
Engineering and Applied Sciences	3.2%	3.9%	3.2%
Agricultural and Environmental Resources	7.4%	2.6%	1.2%
Inspection and Regulatory	20.7%	1.4%	3.8%
Education	47.4%	0.0%	4.1%
Medical and Related Services	77.1%	2.9%	2.1%
Social Services	44.6%	8.2%	2.9%
Trades, Labour and Operation Services	28.3	2.2%	1.5%

Table 8

Workforce Analyses of Non-Permanent Staff by Occupational Groups
March 31, 1993

Occupational Group	Female	Aboriginal	Disabled
Administrative, Fiscal and Clerical	90.1%	3.3%	1.8%
Engineering and Applied Sciences	13.3%	0.0%	6.7%
Agricultural and Environmental Resources	14.9%	2.6%	0.4%
Inspection and Regulatory	11.5%	1.3%	1.3%
Education	76.5%	0.0%	2.9%
Medical and Related Services	76.4%	1.3%	0.0%
Social Services	54.8%	8.5%	1.4%
Trades, Labour and Operational Services	44.2%	3.0%	0.4%

Table 9

Workforce Analysis of Permanent and Non-Permanent Staff By Occupational Groups and Gender for Persons of Aboriginal Ancestry

March 31, 1993

	Persons of Aboriginal Ancestry		All Employees	
Occupational Grouping	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	90.6%	9.4%	81.5%	18.5%
Engineering and Applied Sciences	18.2%	81.8%	3.2%	96.8%
Agricultural and Environmental Resources	5.6%	94.4%	7.4%	92.6%
Inspection and Regulatory	25.0%	75.0%	20.7%	79.3%
Education	0%	0%	47.4%	52.6%
Medical and Related Services	83.8%	16.2%	77.1%	22.9%
Social Services	50.9%	49.1%	44.6%	55.4%
Trades, Labour and Operation Services	6.1%	93.9%	28.3%	71.7%

Table 10
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons with Disabilities

March 31, 1993

	Persons With Disabilities		All Employees	
Occupational Grouping	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	72.1%	27.9%	81.5%	18.5%
Engineering and Applied Sciences	0%	100.0%	3.2%	96.8%
Agricultural and Environmental Resources	0%	100.0%	7.4%	92.6%
Inspection and Regulatory	22.2%	77.8%	20.7%	79.3%
Education	20.0%	80.0%	47.4%	52.6%
Medical and Related Services	33.3%	66.7%	77.1%	22.9%
Social Services	52.3%	47.7%	44.6%	55.4%
Trades, Labour and Operation Services	16.6%	83.4%	28.3%	71.7%

(iv) External Hire Data

Tables 11 and 12 present percentage data on the staffing of permanent and non-permanent positions by external hires from April 1, 1992 to March 31, 1993. The data are broken down by occupational groups and by management and professional classification levels. The Human Resources System records each transaction; some employees may have had several transactions over the fiscal year.

Table 12 does not include casual employees. Casual employee means a person engaged to perform work of a casual or emergent nature, where the duration of the employment will not exceed a period of 26 working days in any period of two months.

Table 11

Staffing of Permanent Positions by External Hires
April 1, 1992 to March 31, 1993

Occupational Group	Total	Female	Aboriginal	Disabled
Administrative, Fiscal and Clerical	62	66.1%	1.6%	4.8%
Engineering and Applied Sciences	0	0%	0%	0%
Agricultural and Environmental Resources	13	23.1%	0.0%	0.0%
Inspection and Regulatory	16	62.5%	0.0%	0.0%
Education	4	25.0%	0.0%	0.0%
Medical and Related Services	78	89.7%	5.1%	0.0%
Social Services	34	70.6%	14.7%	2.9%
Trades, Labour and Operational Services	11	63.6%	0.0%	0.0%
M & P Levels 1 to 6	80	57.5%	3.8%	0.0%
M & P Levels 7 to 12	49	28.6%	6.1%	0.0%
Other	22	36.4%	0%	0%
Total	369	60.7%	4.3%	1.1%

Table 12

Staffing of Non-Permanent Positions by External Hires
April 1, 1992 to March 31, 1993

Occupational Group	Total	Female	Aboriginal	Disabled
Administrative, Fiscal and Clerical	844	88.4%	3.3%	1.8%
Engineering and Applied Sciences	24	20.8%	0.0%	0.0%
Agricultural and Environmental Resources	47	36.2%	4.3%	0.0%
Inspection and Regulatory	46	37.0%	0.0%	10.9
Education	21	100.0%	0.0%	0.0%
Medical and Related Services	254	85.0%	2.4%	0.4%
Social Services	238	73.1%	10.9	1.7%
Trades, Labour and Operational Services	39	41.0%	0.0%	0.0%
M & P Levels 1 to 6	82	65.9%	0.0%	1.2%
M & P Levels 7 to 12	12	16.7%	0.0%	0.0%
Other	23	34.8%	0.0%	0.0%
Total	1630	78.3%	3.8%	0.0%

1. Casual employees are not included.

(v) Promotion and Reclassification of Permanent Staff

Table 13 provides data on the promotion and reclassification activities by occupational groups and by designated groups from April 1, 1992 to March 31, 1993.

Table 13

Promotion and Reclassification of Permanent Staff
April 1, 1992 to March 31, 1993

Occupational Group	Female	Aboriginal	Disabled
Administrative, Fiscal and Clerical	76.4%	5.6%	1.4%
Agricultural and Environmental Resources	0.0%	0.0%	0.0%
Inspection and Regulatory	40.0%	0.0%	0.0%
Education	0.0%	0.0%	0.0%
Medical and Related Services	53.6%	0.0%	3.6%
Social Services	44.8%	10.3%	0.0%
Trades, Labour and Operational Services	71.4%	0.0%	0.0%
M & P Levels 1 to 6	61.7%	1.5%	2.3%
M & P Levels 7 to 12	35.4%	1.8%	0.0%
Total	51.4%	2.7%	1.2%

(vi) Turnover of Permanent Positions

Table 14 lists reasons for permanent staff leaving the public service, from April 1, 1992 to March 31, 1993.

Table 14

Turnover of Permanent Positions
April 1, 1992 to March 31, 1993

	Total	Female	Aboriginal	Disabled
Retirement	94	43.6%	2.1%	5.3%
Resignation	178	47.8%	5.1%	3.9%
Layoff	157	40.8%	3.2%	5.7%
Termination for Cause	5	0.0%	0.0%	0.0%
Other	14	42.9%	0.0%	0.0%
Total	448	43.8%	3.6%	4.7%

(vii) Representation in CUPE Positions

As requested by the SHRC in previous years, summary data for CUPE 600 positions have been compiled in Table 15 by designated group and by department (Health and Social Services).

Table 15

Designated Group Representation in CUPE 600 Positions

	Filled Positions	Women	Persons of Aboriginal Ancestry	Persons with Disabilities
March 31, 1992				
Health	681	482 (70.8%)	11 (1.6%)	5 (0.7%)
Social Services	719	527 (73.3%)	25 (3.5%)	11 (1.5%)
Totals	1400	1009 (72.1%)	36 (2.6%)	16 (1.1%)
March 31, 1993				
Health	635	463 (72.9%)	10 (1.6%)	5 (0.8%)
Social Services	716	537 (75.0%)	27 (3.8%)	12 (1.7%)
Totals	1351	1000 (74.0%)	37 (2.7%)	17 (1.3%)

(viii) Management and Professional Classification Plan Salary Levels

The approved out-of-scope plan provides salary range data for the government's Management and Professional classification plan. SHRC requires an update of the monthly rates for sample positions in the out-of-scope classification plan. Appendix 1 presents this information, as of March 31, 1993.

Regulation 53 a) ii) Community Analysis

The SHRC estimates of target group people in the working age population (15 - 64 years) in Saskatchewan are:

Women in the Workforce	43.0 %
Persons of Aboriginal Ancestry	12.2 %
Persons with Disabilities	6.2 %
Members of Visible Minorities	4.4%

Regulation 53 a) iii) Under-representation

Persons of Aboriginal ancestry and persons with disabilities are generally under-represented in the public service. It is necessary that their participation be increased within all areas and at all levels.

While the representation of women in the public service generally is good, they tend to be over-represented in certain occupational groups and under-represented within the managerial and non-traditional occupational areas.

A. Non-traditional Occupations for Women

Appendix II lists the SGEU and CUPE 600 occupations considered to be non-traditional for females. It includes those classifications in which women make up less than 30%, along with appropriate related classifications.

In 1992/93 at the request of Agriculture and Food and Municipal Government, and upon approval by SGEU, the fieldworker classification was added as a non-traditional occupation.

At the request of the SHRC, additional statistics have been compiled regarding non-traditional positions. Tables 16 and 17 provide summaries of women in non-traditional CUPE and SGEU positions for 1992 and 1993.

Table 16

Non-Traditional CUPE 600 Positions

	Health	Social Services	Total
March 31, 1992			
Non-Traditional Positions	26	8	34
Women in Non-Traditional Positions	8 (30.8%)	0 (0%)	8 (23.5%)
March 31, 1993			
Non-Traditional Positions	26	11	37
Women in Non-Traditional Positions	8 (30.8%)	0 (0%)	8 (21.6%)

Table 17

Non-Traditional SGEU Positions

	March 31, 1992	March 31, 1993
Non-Traditional Positions	2475	3267
Women in Non-Traditional Positions	489 (19.8%)	527 (16.1%)

Regulation 53 a) iii)

Under-representation

B. Women in the Public Service

There has been a slight decrease in the number of women employed in the public service, from 54.8% in March 1992 to 54.7% in March 1993. There has been an increase of women in management, from 26.8% to 28.3%. There has been a greater increase in the number of women in middle management (levels 1-6) than in senior levels (levels 7-12B). Only 20.4% are women in levels 7-12B, compared to 32.6% in levels 1-6.

Regulation 51 d)

Goals in Accordance with Section 56 a)

A. Long-term Goals

The long-term goal is a public service in which women, persons of Aboriginal ancestry, persons with disabilities, and members of visible minorities are employed in the same proportions in which they are available in the working age population and are either qualified or could become qualified through reasonable efforts on the part of the employer.

The long-term (20-year) goals for government are:

Women in management and non-traditional positions	43.0%
Persons of Aboriginal ancestry	12.2%
Persons with disabilities	6.2%
Members of visible minorities (to be approved)	4.4%

B. Short-term Goals

Quantitative short-term goals for recruitment were established by departments for 1992/93. The following table summarizes the achievement of these goals:

Table 18

Short-Term Goals and Recruitments* - 1992/93

	Goal	Permanent	Non-Permanent	Total
Women in Management	83	84	24	108
Women in Non-Traditional	153	33	153	186
Persons of Aboriginal Ancestry	159	30	98	128
Persons with Disabilities	55	6	27	33
TOTAL	450	153	302	455

* Data compiled manually by each department.

Note: Board Minute positions appointed in Agricultural Credit Corporation of Saskatchewan (ACS) have been included in the total recruitment statistics. Refer to Appendix III for a detailed explanation.

The total number of target group members recruited in 1992/93 was 455, of which 33.6% were permanent and 66.4% were non-permanent.

We were particularly successful in the recruitment of women in management and in non-traditional roles. Unfortunately, we were not able to reach our goals for persons of Aboriginal ancestry and persons with disabilities.

We recognize the need to increase our efforts to recruit persons of Aboriginal ancestry and persons with disabilities and to improve our efforts to retain designated group members in public service employment. In 1993/94, the government intends to accelerate the entry of designated groups in the public service with enhanced and improved employment equity activities. A first step was to transfer the responsibility of the administration of employment equity in Executive Government from Labour to PSC where recruitment and staff development programs are included in its mandate. Other initiatives will include: revitalized inventories, performance evaluations based on employment equity achievements, corporate education and awareness strategy for all employees, pilot mentoring project, revision of workforce survey form, and other activities, as outlined in the Special Measures section of this report.

Regulation 51 d) Short term Goals for 1993/94

The Deputy Minister to the Premier will request departments to develop quantitative and qualitative goals for 1993/94 by mid-May, 1993.

While it is recognized that there is a greater challenge to be faced in this time of restraint, each department will be requested to use a pro-active approach which will achieve realistic, but assertive employment equity goals.

These short term goals will include specific activities and initiatives related to employment equity, as well as numerical targets for recruitment of each of the four designated groups. The goals will include reasonable time frames for completion of each initiative and identify who is responsible for its achievement. Goals will also be responsive to changing conditions in the workplace.

The mid-May deadline will allow departments to take into consideration:

- the activities, achievements and difficulties of the previous year;
- downsizing activities, including resulting bumping activities;
- availability of qualified designated group applicants and employees;
- government reorganization;
- the approved 1993/94 budget and related program changes;
- strategies to include members of visible minorities as a designated group; and
- anticipated vacancies and turnovers.

Regulation 51 e) Special Measures

The following initiatives were undertaken during the year in implementing the approved employment equity plans. Each section will list ongoing activities undertaken by departments on a regular basis, which are then followed by new initiatives undertaken in 1992/93.

A. Advertising

1. Advertising the Government's Commitment to Employment Equity:

   . Job vacancies are advertised in the "Saskatchewan Careers Bulletin" published by the PSC. The Bulletin notes on its front page that braille copies are available from the Regina and Saskatoon offices. Alternate media such as cassettes are accessible to the visually impaired and a telecommunication (TDD) line is available for the hearing and speech impaired.

   . Articles about employment equity have been published in various departmental newsletters, some of which reach the public.

   1992/93 Examples

   . Agriculture and Food newsletter included material from Canada Employment and Immigration (CEIC) on "employment equity and communications". The article identified the importance of effective communication in the workplace which required "sensitivity to the effects of gender and cultural differences on people's perception and interpretations of messages".

   . Some publications addressed issues and programs of interest to designated group members and to potential employers of designated groups. Examples are the Directory of Women's Services published by the Women's Secretariat and Directory of Programs and Services for Persons with Disabilities published by the Disabilities Directorate.

   . Jobs advertised in "Saskatchewan Careers Bulletin" previously listed managerial positions on the first page of each edition. Some employees mentioned that this may be a systemic barrier - applicants from the designated groups may not read beyond the managerial positions listed on the first page. Jobs are now listed in alphabetical order.

2. Including a statement about employment equity in job advertisements:

   . Health ensures that its public information/public communication campaigns, including pamphlets, television and print advertisements, depict target group members positively.

   . The "Saskatchewan Careers Bulletin" includes the following statement: "We are committed to employment equity and encourage applications from persons of aboriginal ancestry; persons with disabilities; members of visible minorities; and women seeking management and non-traditional roles." Agricultural Credit Corporation of Saskatchewan (ACS) has devised a statement to be included in all out-of-scope (board minute) internal and external job advertisements: "ACS is committed to employment equity and ensures equal opportunity for all candidates."

   1992/93 Examples

   . Some departments have specified that they are interested in qualified designated group members only. Justice's statement in its advertisements for Corrections Worker positions stated that: "The Department of Justice and the Government of Saskatchewan are committed to employment equity. We encourage qualified persons of Native ancestry and women to apply".

   . Saskatchewan Labour's "Partnerships" summer student employment program targets the designated groups - the brochure states that preference is given to employers willing to hire summer student employees who are of Aboriginal ancestry or have a disability.

3. Appropriately depicting target group members in published material:

   . Government departments consciously include references to, and depict target group members in, their publications. Care is taken to ensure that members of target groups are depicted in a non-stereotypical fashion. New publications are reviewed to ensure a balanced representation of designated group members in the workplace.

   . Departments monitor advertisements to ensure language used is cultural and gender neutral, and adheres to human rights legislation.

   . Publications depict target group members positively or are directed to specific target groups. Examples of the publications are:

      - Partnerships Program;
      - Employment Equity folder and general information brochure;

- Employment Equity brochure on each of the designated groups: Indian, Metis, persons with disabilities, women (visible minorities will be produced in 1993/94);
- Revised Communications Booklet - "Communicating with Respect";
- Aboriginal Employment Development Program;
- Marketing strategies in the wellness and health promotion initiatives.

4. Ensuring the absence of systemic barriers in job advertisements:

   . Departmental Human Resource Branches and the PSC's staffing consultants continuously monitor all job descriptions and advertisements to ensure the absence of systemic barriers. They ensure that the advertisements are gender neutral in images and language, depict designated group members in a positive fashion, and are free from overtones of sexism and racism.

5. Placing job advertisements in appropriate publications:

   . Departments placed job advertisements in publications to reach the designated group readership.

   1992/93 Examples

   . Health advertised all Northern Saskatchewan positions in Northern newspapers to attract persons of Aboriginal ancestry.

   . Labour forwarded Disabilities Directorate job descriptions to all disability organizations.

B. Recruitment

1. Recognizing transferable/equivalent skills and experience:

   . Position requirements are stated in terms of knowledge, skill and abilities for that position. Unless required by statute, such as nurses or psychologists, "equivalent combination of training and experience" is accepted in place of specific credentials.

   . Transferable skills, such as those gained in volunteer work, are being reviewed. Equivalent work may be a substitute for formal educational requirements.

   . For permanent positions, qualifications of designated group members are often reviewed again to ensure all relevant factors have been taken into consideration.

2. Identifying feeder classifications and positions:

   . Departments identify trainee positions which can be filled by designated group members to improve skill levels.

   1992/93 Examples

   . ACS designated a credit officer position as feeder position for advancement to Credit Advisor (one trainee will complete her training in October, 1993). Feeder positions in Finance include the junior analyst series in the Treasury Board Branch, Economic & Fiscal Policy Branch, and the Taxation & Intergovernmental Affairs Branch, and Revenue Officers 1-3 in the Revenue Branch.

   . In Social Services, five positions were reclassified to an Assistant Social Service Worker level to enable applicants of Aboriginal ancestry to qualify.

3. Identifying positions to be filled by target group members:

   . Departments and PSC monitor vacancies to identify those which can be filled by target group members, either on a permanent, non-permanent or secondment basis.

   . Human Resources Branches encourage managers to consider designated group candidates for non-permanent positions. Designated group candidates are to be given preference, when recruiting for out-of-scope vacancies provided they meet minimum qualifications.

   1992/93 Example

   . Justice's Deputy Minister and Executive Committee members approved a revision to the departmental staffing request form that includes a section on designated groups. Managers must consider whether the position can be filled by a designated group member, and, if not, are required to explain why.

4. Use of entry level (Article 5) positions for target group members:

   · Departments hire designated group members into entry-level positions under Article 5 of the SGEU Collective Bargaining Agreement.

5. Inventories of qualified target group members:

- The Disabilities Directorate maintains an inventory of candidates with disabilities for access by departments and Crown and Treasury Board corporations. Voluntary agencies, including the Voice of the Handicapped, Canadian Paraplegic Association, Employment Access, Mental Health Association, Canadian National Institute for the Blind, Saskatchewan Hard of Hearing, Saskatchewan Head Injury Association, Epilepsy Regina, Neil Squire Foundation, and the Saskatchewan Community Living Association forward resumes of persons seeking employment. PSC and human resources personnel of departments access the inventory when reviewing vacancies identified for designated group members.

- The PSC's Career Profile directory maintains an inventory of women in management.

- The Workforce Survey includes a section in which target group employees could indicate if they wished to take advantage of opportunities that may be available through the Employment Equity Plan. The names of those who answered in the affirmative are forwarded to department Employment Equity Co-ordinators annually for their information and action.

1992/93 Examples

- A special project to develop a comprehensive inventory of resumes of Indian and Metis persons was initiated. The objective was to facilitate the employment of persons of Aboriginal ancestry by improving employer access to Indian and Metis candidates. A trilateral agreement among IMAS, Indian and Northern Affairs Canada (INAC) and the Federation of Saskatchewan Indian Nations (FSIN) was signed to fund a contract employee to collect and computerize resumes of Aboriginal persons. Approximately 1000 resumes have been centralized at the PSC for competitions at entry levels, middle and senior management and non-traditional positions. Work is continuing on this project to maintain up-to-date data and to ensure appropriate referrals are made efficiently upon request. See Figure 1.

- ERM's Native Liaison Program provides career counselling to Aboriginal staff and potential recruits by visiting educational institutions to inform students of career opportunities. Department representatives conducted 400 personal student interviews and gave 15 presentations at career fairs throughout the province.

- ACS maintains an inventory of individuals interested in specific positions and employees are encouraged to contact union managers and Human Resources personnel to discuss position requirements and opportunities. As secondment

FIGURE 1

ABORIGINAL CANDIDATE INVENTORY PROJECT

CONCEPT

- To facilitate Indian/Metis employment by establishing an inventory of candidates for access by public sector employers (Sask., Canada, Indian)
- To take a partnership approach involving the FSIN, Saskatchewan and Canada covering information sharing concerning Indian/Metis candidates

GOALS

- To design and develop a common inventory of Aboriginal candidates
- To link the information systems of Sask., Canada, and FSIN institutions in respect of employment candidates
- To assist candidates in identifying job classification & location preferences

APPROACH

- Three party understanding
- Concurrence on terms of reference
- FSIN secondment to Saskatchewan
- Project management team
- Technical systems and support services provided by Canada & Sask.
- Involve other key agents such as EIC, Provincial Crowns, Indian employers, etc.

ORGANIZATION AND PROCESS

(Partners)

- Saskatchewan
- FSIN
- Canada

(Project Management Team)

- Hank Dorsh - Manager (PSC)
- Tony Cote - Coordinator
- Wayne McKenzie - SIMAS
- Myrna LaPlante - FSIN
- Ashok Shah - INAC

(Linkages)

- Federal PSC
- Indian Gov'ts.
- Prov. Crowns
- Other employers

Terms of Reference

- Term of project (5 mos.- to March 31/93)
- Activity will not affect hiring practices of the FSIN, Canada or Saskatchewan
- Candidates will have discretion over the sharing/distribution of their information
- Parties will share project's outputs
- Activity will focus upon those employed, unemployed, or in training/university

opportunities become available, inventory information is provided to managers for consideration in the staffing process. ACS also maintains an inventory of qualified persons who may be available on short notice for non-permanent, in-scope clerical positions in rural areas.

6. Active searches for target group candidates:

- Staff responsible for the inventories contacted external agencies and organizations for referrals of qualified candidates to match specific vacant positions.

- Departments have established contacts with external organizations including: Saskatchewan Indian Federated College (SIFC), Native Employment Centre of Canada, Gabriel Dumont Institute (GDI), South East Regional College, Employment Access, Riel Native Employment Centre Incorporated, Metis Society of Saskatchewan (MSS), Saskatchewan Abilities Council and Bridging Program for Women.

- "Saskatchewan Careers" Bulletin is mailed to various non-governmental organizations that provide services that serve the designated groups.

- Departments participated in career fairs around the province to solicit interest in non-traditional careers and to attract designated group members:

1992/93 Examples

- Justice hired lawyers on contract in December. Notifications were sent to the Law Society of Saskatchewan and the Native Law College.

- Social Services recruited persons of Aboriginal ancestry from SIFC for positions in young offenders and family services programs and in the family-connecting program which connects children of Aboriginal ancestry to their families.

- Health attended career fairs at LaRonge High School, and made presentations to SIFC students about health-related careers and to Indian social work graduates on health service opportunities.

- ACS's employment equity sub-committee met with a number of Aboriginal group leaders to discuss their specific needs, their expectations and how ACS might be able to assist.

- Health undertook intensive recruitment measures to secure an Aboriginal Health Consultant. SIFC and the SGEU were consulted to ensure the hiring of an Aboriginal candidate, who has provided a new dimension of understanding in the area of wellness.

7. Meetings with organizations representing target groups:

- Disabilities Directorate and the Provincial Employment Equity Co-ordinator kept in contact with voluntary groups on an informal basis to accept referrals and to discuss the qualifications of potential applicants to add to the inventory.

- The Disabilities Directorate on a more formal basis, arranged meetings with representative disability groups to discuss the Directorate's mandate and to establish an employment task team. There are ongoing consultations, sponsored by the Directorate, to ensure that employment needs are identified and met.

8. Use of training programs when hiring qualifiable target group members:

- Justice (Corrections, Court Services, Public Law and Policy branches), Social Services and Economic Development (ED), provided practicum placements for target group members from the Universities of Saskatchewan and Regina, SIAST, WIAST, GDI, the Bridging Program, NORPAC (Northern Professional Access College - La Ronge), SIFC, Reliance School of Business, Basic Skills Development (Saskatoon) and Lethbridge Community College. These placements provided relevant experience and, on occasion, led to part-time positions.

  1992/93 Examples

- In 1992/93 ERM placed nine Integrated Resource Management graduates, and two SIAST Bridging Program graduates. On an ongoing basis, the department chairs or is a member of the SIAST Advisory Committees of Woodland Campus in Prince Albert and its auxiliary campus in Buffalo Narrows.

- Agriculture & Food offered nine work placements to students from the Bridging Program for Women, Regina Catholic Schools Program and the Neil Squire Foundation.

- Agriculture and Food hired two female agrologists in the "fieldworker" classification. The experience at the fieldworker level provides practical work experience and benefits the designated group candidates when they pursue full-time employment in their profession.

- The North Battleford district of Highways and Transportation participated in the Work Education Program and placed three (one was of Aboriginal ancestry) on construction and maintenance crews.

. Social Services has provided work opportunities at Valley View Centre for women re-entering the workforce in the areas of nursing, dental therapy and occupational therapy.

. Highways and Transportation continued to support the Partnership in Education Program with Campbell Collegiate. The department offers a scholarship plus summer employment to one female entering the engineering field.

9. Permanent and Non-Permanent Appointments

· Mechanisms used during the year to appoint target group members include:

- Competitions for permanent positions.

- Other appointments of a permanent or non-permanent nature, which include transfers within/between departments and promotions within/between departments, any of which may involve either a permanent move, or appointments to temporary, part-time and casual positions.

- Assignment of new higher level duties on a permanent basis, followed by an upward reclassification.

. Departments ensure all employees are aware of internal developmental opportunities by circulating information on secondment opportunities to all employees.

10. Non-article 5 SGEU Positions

. In the approved SGEU/government plan, a provision has been made where the employer may designate "X" positions annually for the purpose of increasing the representation of designated group members. The following criteria apply when designating these positions:

- This designation of positions not currently covered by Article 5 (Part 1) and Article 3.1.1 (Part 6) must be mutually agreed upon by both parties in accordance with Article 5 (Part 1) and Article 3.1.1 (Part 6).

- Positions so designated shall be new or unencumbered (vacant) positions. This means the employer agrees that no employee, whether permanent or non-permanent, will be displaced in order to comply with this process.

- Designation means a preference may be expressed for a particular target group and, in the first instance, only applications from members of that target group need be considered.

- Employees who are on a long term disability plan and who have a physical disability as defined in Section 51 (c) will qualify as members of the target group - persons with disabilities, for employment equity purposes. Filling positions designated for persons with disabilities will be done in accordance with Letter of Understanding 157.

. In the 1992/93 fiscal year, six positions were approved under this provision. Five of the positions filled were Correctional Officers in Justice and one was a Health Consultant for the Wellness Program. Persons of Aboriginal ancestry comprise the major proportion of the population in the correctional centres and were therefore, selected to fill these five vacancies. The Health position was filled with an Aboriginal person as the program was directed to the Aboriginal population.

. Several requested non-Article 5 positions were not filled due to a number of reasons including downsizing, restructuring and ongoing collective bargaining negotiations between the SGEU and the Government of Saskatchewan. Some employment equity activities were suspended at the request of SGEU until negotiations were completed and the collective agreement signed.

11. Self-identification on employment application:

· The regular and summer employment application forms were revised. The self-identification section was moved from the bottom back page to the front to highlight the employment equity program.

12. Tracking target group applicants:

· The PSC and departments do not currently track designated target group candidates in competitions to determine their success rate.

13. Monitoring turnover rates:

A pilot project on exit interviews was implemented from January 1, 1992 to August, 1992. A report of the results of the project was submitted to the SHRC in December 1992.

Effective January 1, 1993, all departments were requested to conduct voluntary exit interviews on designated group employees leaving the public service. Departments were free to conduct interviews with all staff, if their resources permitted.

As agreed in correspondence with the SHRC, departments would not interview employees who had been affected by downsizing or were involuntarily terminated. Table 19 presents the data on employees leaving the public service from January 1, 1993 to March 31, 1993.

TABLE 19

EMPLOYMENT EQUITY DATA:
DESIGNATED GROUP EMPLOYEES LEAVING THE PUBLIC SERVICE
JANUARY 1, 1993 - MARCH 31, 1993

Designated Group	Employee Status	Length of Service	Occupational Classification	Reason for Resignation	New Employer/ Position
Women in Non-Traditional Role	Part-time	3 years	Corrections Worker I	Moved out of province (marriage)	
	Part-time	2 years, 8 months	Corrections Worker I	Moved out of province	Social Services (B.C.)
	Part-time	1 year, 8 months	Corrections Worker I	Permanent employment	Saskatoon Health Board
	Temporary	7 months	Labour Standards Officer	Major surgery	
	Part-time Casual	1 month 6 months	Laboratory Technician 1	Work in family business	
	Temporary	1 year, 6 months	Psychologist 1	New position	Department of Health
Women in Management	Permanent*	N/A	Crown Solicitor	Death	
	Permanent*	N/A	Traffic Safety Judge	Death	
	Permanent	10 years, 6 months	Deputy Rentalsman	Order-in-Council not renewed	
	Permanent	21 years	ML 4	Personal	
	Permanent	3 years, 3 months	Dietician	New position	Battlefords Union Hospital
	Permanent	2 years, 2 months	Revenue Officer 4	New position in government	PSC
	Permanent*	22 years	Administrative Officer 1	Job abolished	
	Temporary*	22 months	MSG4	Job abolished	
	Permanent	7 years	ML 11	Transfer to another dept.	Department of Health
Persons of Aboriginal Ancestry	Temporary	5 months	Social Services Worker	Employment outside government	
	Permanent	8 years	PL 4	Employment outside government	Federal government
Persons with Disabilities	Temporary	11 months	Parental Care Supervisor	Work assignment completed	

* Employees not interviewed

Note: includes only designated group employees who had self-identified

14. Supplementary Information Form: Clerical Examinations

- Clerical examinations were eliminated from the recruitment process in 1992. No data are provided in this year's report.

15. Summer Student Program

The summer student program is centrally administered by the PSC.

Full-time students (who are normally residents of Saskatchewan) are eligible to apply and must be returning to school on a full time basis in the fall. Preference is given to post-secondary students.

Students are selected for referrals to departments' specific positions on a random basis by computer within categories (i.e., location, availability, students' job preferences, special skills if appropriate such as, typing). The random selection process is automated. Pertinent data from student application forms are entered into a computer system (name, address, etc.; job preferences; skills such as typing; location preferences; availability; employment equity). Applications selected are then forwarded to the appropriate departments for final selection.

The PSC emphasizes the employment of qualified designated group students in summer student positions. For the 1993 summer student employment program, the following process has been instituted:

- PSC has reminded departmental human resources officers in writing that PSC is able to assist them in meeting their employment equity goals for the summer student program. Departments are encouraged to specifically designate some of their summer student positions for employment equity purposes.

- The summer student program application form was revised to move the employment equity self-identification section to the front. The newly designated group, members of visible minorities, was also included.

- Application forms were sent to GDI and SIFC. The staffing consultant followed up with these organizations to ensure that students were aware of the program. Several Indian bands have also been contacted to alert them to the program.

- Application forms from the designated groups are included with each package of resumes of qualified students forwarded to departments for their consideration, whenever possible. There are instances when PSC has not been able to supply resumes for certain technical and specific - skill jobs.

Table 20 presents summer student recruitment data from 1992. Table 21 quantifies the applications received and the students hired, by designated group.

Table 20

Staffing of Summer Students by External Hires

Occupational Group	Total	Female	Aboriginal	Disabled
Administrative, Fiscal and Clerical	228	64.0%	1.3%	0.4%
Engineering and Applied Sciences	82	28.0%	0.0%	2.4%
Agricultural and Environmental Resources	30	33.3%	6.7%	3.3%
Inspection and Regulatory	13	46.2%	0.0%	0.0%
Medical and Related Services	97	37.5%	0.0%	0.0%
Social Services	8	41.3%	0.0%	0.0%
Trades, Labour and Operational Services	104	41.3%	1.0%	0.0%
M & P Levels 1 to 6	1	100.0%	0.0%	0.0%
Not Coded*	37	N/A	32.4%	10.8%
Total	600	51.5%	3.0%	1.3%

* Based on data collected by the PSC Summer Student Program, these statistics represent actual hires, who had not been coded by occupational groups in the Human Resource Computer System.

Table 21

Summer Student Program Applicants by Designated Group 1992

Designated Group	Applications	Students Hired	Percent Hired
Persons of Aboriginal ancestry (self-declared)	128	18	14.1%
Persons with a Disability (self-declared)	38	8	2.1%
Other	4934	574	11.6%
Total	5100	600	11.8%

C. Developmental Opportunities

1. Staff Development Programs:

- A wide range of staff development opportunities are available to public service and labour service employees at all levels to upgrade their skills and to assist them in performing effectively in their present and future positions.

  - Managers are encouraged to give priority consideration to designated group employees for training opportunities in seminars and workshops.

  - Memoranda are circulated within departments to inform staff of new appointments and congratulate employees graduating from the programs.

  - Human Resources Branch staff counsel and encourage potential candidates to take university classes and supervisory skill courses to prepare for managerial positions.

  - Policies and procedures relating to training, development and staffing incorporate employment equity initiatives.

  - Managers work with employees on development plans annually to identify and plan for the acquisition of additional job-related skills.

1992/93 Examples

- Staff Development services offered by the PSC have undergone many changes over the last year. The Middle Management, Senior Management, Supervisory and Professional and Technical Development Programs are no longer offered. Current participants of these programs are being assisted to complete their course of studies by September 1993. The Administrative Development Program will be discontinued in 1995. Current participants will continue their course of studies at the Universities of Regina and Saskatchewan until that time.

  The services offered by the Staff Development Branch are under review. Changes are necessary due to fiscal realities and innovative ideas about the delivery of staff development programming. The PSC is initiating a comprehensive review of its corporate learning strategy of which employment equity will be an important consideration.

(vi) Other Development Programs:

- Other development programs include PSC courses, departmental technical training, seminars or conferences sponsored by outside agencies, internal seminars, and out-of-province conferences and meetings.

1992/93 Examples

- In the PSC, internal secondments are communicated equitably to all employees of the PSC via electronic mail.

- Health provided a total of 1255 developmental opportunities to designated group employees. In addition, individual branches provided technical and professional seminars which have not been recorded in Table 22.

- All departments participated in the Coaching for Results Program, initiated as a government-wide policy. All employees are offered the opportunity to participate in the work planning and training needs identification components of the program. This process provides an opportunity for employees and supervisors to discuss career goals and career training requirements.

  Table 22 presents the number of designated group members who have taken advantage of various developmental opportunities.

Table 22

LEARNING OPPORTUNITIES

	Women		Women		Persons of Aboriginal Ancestry	Persons with Disabilities
	1-6	7-12	Traditional	Non-Traditional		
Administrative Development Program	3	0	22	0	0	1
Middle Management Development Program	17	8	2	0	2	1
Senior Management Development Program	0	4	0	1	0	0
Supervisor's Certificate Program	5	1	105	3	9	3
Professional & Technical Development Program	11	1	1	4	0	0
SEMINARS/WORK SHOPS						
PSC	98	18	150	43	2	5
External to Department	242	138	1154	138	58	16
Internal to Department	99	8	1810	132	39	19
TOTAL	475	178	3244	321	110	45

2. Developmental Assignments:

- Departments encourage and support current designated group employees who may be interested in career assignments, job rotations and other mechanisms in order to gain a different kind of work experience, develop new technical and management skills, or broaden existing skills.

- Many departments have arranged for job reassignments for designated group employees:

  - Female employees in traditional positions were provided the opportunity for assignments to other positions of equal or greater level of classification. While some of the positions were still in the traditional category, the developmental opportunities were extremely beneficial to both employees and the departments.

  - Designated group employees were seconded to other departments for "interagency enrichment", many from clerk typist positions to Management Support Group positions. Many secondments resulted in temporary reclassifications.

  - Upward temporary reclassifications resulted in moves from traditional roles to women in management.

  - Designated group members were assigned specific projects to enhance their knowledge in their jobs, and to provide them with new skills.

  - When departments reviewed vacancies, they assessed whether the positions may be offered as a developmental opportunity for designated group members.

  - When employees identified special interests, departments were supportive in arranging secondments where possible and feasible.

  - Career assignments also included temporary placement in non-traditional positions, for example, community planning technician, occupational health and safety inspector, agrologist.

  1992/93 Examples

- In Highways and Transportation, female engineers and other management females have been assigned special developmental projects and secondments:

  - joint USA/Canadian Research Engineering Program;
  - joint review of subsidy programs of the bus transportation industry;

- task force to develop an interim urban transportation policy;
- Chair of the Executive Improvement Team;
- Chair of the Business Process Improvement Team and elected member of the department's union/management committee;
- Women in Engineering Advisory Committee; Sub-committee of Association of Professional Engineers to review the association's documents on gender neutrality.

. Health has a number of job-sharing arrangements among the public health nurses as a method of balancing work and family responsibilities for employees with family commitments to children and elderly parents.

. In ACS, developmental opportunities became permanent appointments for two designated group individuals. Both were women in non-traditional positions - Credit Officer and Loan Administration Officer. Training plans were initiated, which recognized transferable skills and provided on-the-job training. One attained full working level status in July, 1992 and the other completed all training components in December, 1992.

  In addition, a developmental opportunity was provided to an Administrative Co-ordinator to redistribute some of her existing job duties among support staff, to enable her to assume some responsibilities of a Credit Officer position (non-traditional occupation). This activity enabled three employees to gain valuable experience that could lead to promotional opportunities in the future.

. In a Rural Service Centre in Kamsack, Saskatchewan, a clerical support employee was temporarily placed into an agrologist in training position.

. Executive Council's secondment program continues to recruit an equal balance between men and women. In the past these positions have been used to provide career development opportunities for designated group employees. Executive Council established a Program Development Unit to review and recommend policy options to government programs. The unit was staffed with secondments from other departments, seven of nine were M & PL7-12B. Three of the seven (42.8%) were staffed by women.

. Finance implemented an internal Temporary Work Assignment program, which allows employees to acquire skills, knowledge and experience through a planned series of rotational job assignments. Work periods vary in duration and are in areas outside the employee's immediate work unit.

. In Social Services, secondments have allowed employees of Aboriginal ancestry to work on developmental tasks re new self-government initiatives.

Table 23 provides data on developmental assignments.

Table 23

Temporary Assignments

	Women 1-6	Women 7-12	Women Trad.	Women Non-Trad.	Persons of Aboriginal Ancestry	Persons with Disabilities
Temporary Performance of Higher Duties	21	5	268	22	29	6
Secondments	3	13	28	1	5	0
Developmental Assignment	5	1	46	8	4	0
Temporary Reclassification	19	12	33	6	3	0
Special Projects	12	3	14	1	10	1
TOTAL	60	34	389	38	51	7

3. Educational and Other Support Initiatives:

- Departments continue to make available job-sharing, career leaves and variable hours of work arrangements.

  - The variable hours/job sharing program allows employees to decrease their hours of work and maintain their permanent status. Permanent out-of-scope, CUPE and SGEU employees are eligible, with approval of the supervisor.
  - Career leave options provide opportunities for employees to take leave for personal development purposes, family reasons, community service, personal development and temporary work experience.

- Departments consider the current and career needs of target group employees when granting educational leaves and tuition and book reimbursement to employees.

- Table 24 indicates the number of target group members who have taken advantage of these opportunities.

Table 24

Work Arrangements

	Women		Women		Persons of Aboriginal Ancestry	Persons with Disabilities
	1-6	7-12	Traditional	Non-Traditional		
Job Sharing	0	0	56	6	1	1
Career Leave	2	2	58	13	4	0
Variable Hours of Work	15	7	238	26	0	0
Education Leave	0	3	93	4	7	7
Tuition & Book Reimbursement	24	4	138	14	3	2
TOTAL	41	16	583	63	15	10

D. Sexual Harassment

- There is a Sexual Harassment Policy, as well as a Letter of Understanding, in the SGEU collective agreement.

- Information on sexual harassment policy is included in newsletters and added to Procedures Manuals.

- The government's Human Resource Manual distributed to all departments, contains a section on sexual harassment which outlines the definition, policy, responsibilities, process, investigative guidelines, authority and contact department. Employees are also advised that they have the right to file a complaint with the SHRC.

- Information regarding sexual harassment is part of the orientation and in-service training.

1992/93 Examples

- SHRC conducted awareness sessions in sexual harassment in Education, Training and Employment (12 sessions), Social Services (Valley View Centre), Labour and ERM.

- Women's Secretariat has developed a training module on sexual harassment in the workplace and has responded to requests to conduct workshops and participate in conferences. Presentations were made to ED, Executive Council, Finance, PSC, Highways and Transportation by Women's Secretariat and PSC Employee Relations staff.

- A presentation was made to the ED Senior Management Committee who supported the recommendation made by the department's employment equity committee to make sexual harassment seminars mandatory for all employees. The divisional representatives of the employment equity committee were responsible for arranging the presentations.

- Information sessions were conducted by Agriculture and Food to all client service representatives in the rural areas on a draft procedure for dealing with sexual harassment complaints.

- Justice follows the guidelines set out by the PSC. The Human Resources Branch received three formal harassment complaints, investigations for two complaints have been completed and the other was referred to the SHRC. Pamphlets and information are available in the resource area in the Human Resources Branch.

- Justice has established a Corrections Committee on Racism and Sexism which will develop policy and procedure for addressing incidents of harassment and the components of an education program for staff.

- The General Counsel for the Provincial Ombudsman concluded the preparation of a draft sexual harassment policy.

- ACS's personal harassment policy came into effect, April 1, 1992 and was distributed to all staff. To further the understanding of sexual harassment, a representative of McPherson, Leslie and Tyerman law firm was contracted to conduct a workshop for senior managers.

- The ERM Employment Equity Committee members made several presentations on sexual harassment at branch/regional meetings.

- A committee has been established at Highways and Transportation to develop a formal policy on discrimination and sexual harassment.

E. Education and Awareness

1. Internal Communications:

- The strategy for implementation of employment equity is approved by the deputy minister and distributed to branch managers for information and action.

- Agriculture & Food continued to promote employment equity through their staff meetings and Executive Management meetings. As the result of one meeting with the Executive Management team, eight managers joined the employment equity committee to increase management support for employment equity issues. ERM distributed its employment equity policy approved by the Executive Committee.

- Some departments explicitly state that the personal goals and objectives of managers include employment equity objectives. PSC had a specific performance objective to assist departmental managers in appointing designated group members into permanent positions. In Justice, all Division Heads were requested to include employment equity initiatives in their workplans and to encourage their managers to do the same.

1992/93 Examples

- In ERM, employment equity objectives were incorporated in the corporate plan and in senior management's annual workplans.

- Employment equity was identified as a strategic issue for the PSC and the Human Resources community to address.

- ACS established a sub-committee of the Employment Equity Committee to develop an educational/awareness strategy in the corporation. Four sub-committees were formed: disabilities, sexual harassment, Aboriginal issues and communications. All committee members participate on at least one of the committees - strategies and information are exchanged and subsequently shared with employees at unit meetings.

- Municipal Government has developed a proposal outlining a comprehensive strategy for encouraging/implementing employment equity for all managers and staff.

- In ETE, human resource personnel met with Executive Directors and Directors to discuss employment equity issues: recruitment, benefits, vacancies.

- A departmental committee on Aboriginal Human Resource Planning in Justice has been formed. The mandate of the committee is three-fold:

  (a) to develop an educational strategy for Saskatchewan Justice employees that:

  - fosters an understanding of aboriginal issues, a sensitivity to aboriginal needs, and an awareness of the impact of discriminatory behavior,
  - develops knowledge of aboriginal cultures,
  - improves skills to work effectively across cultures,
  - responds to the needs of the aboriginal community;

  (b) to develop a strategy to advance the recruitment, the retention and the promotion of Aboriginal people in Saskatchewan Justice; and

  (c) to develop a policy on harassment.

2. Newsletters and Other Written Communications:

   - The PS Post, distributed to all public service employees, portrays members of each designated group in a non-stereotypic manner. Some examples, include:

   - <u>Fall '92</u>
     - feature article on a geologist working in LaRonge - woman in a non-traditional role;
     - article on wild rice specialist - visible minority

- Winter '93
  - article about a manager in the Fisheries Branch - visible minority
  - article profiling health reform - woman in management
  - article on sexual harassment

- Departments distribute employment equity information through internal newsletters and other documents.

- Departments circulate employment equity goals and committee minutes to branch/district managers and executive directors.

- ACS has developed a training model that focuses on self-directed learning. To assist this process, the resource centre contains 160 tapes, videos and reading materials to address specific skill requirements. This type of learning opportunity has been quite successful during the past year, as employees assume responsibility for ongoing learning and skill development.

- Employment equity co-ordinators circulated the SHRC Newsletters, "Fair Facts" and other employment equity resource materials to staff.

1992/93 Examples

- Many departments included information on employment equity in their departmental newsletters. In Agriculture and Food's "Scene and Heard" newsletter, four employment equity related articles were published: Violence Against Women, Breaking the Barriers, Employment Equity Commitment and Diversity.

- ERM featured two employment equity articles in their December, 1992 Newsletter.

- SADAC's "Profiles" features one staff member in each publication - one-half of the articles profile women.

- ETE developed a race relations training proposal, in consultation with a cross-cultural communications consulting firm. The training is expected to proceed in 1993/94.

- The Human Resources Branch of Justice publishes a bulletin nine times a year in which relevant news on employee equity were included, for example, members of the Employment Equity Committee, 1992/93 quantitative goals and achievements and list of videos.

- Libraries housed in departments have been expanded to include articles, books and samples of materials on employment equity. Relevant materials were regularly distributed to staff for their information.

- Agriculture and Food produced a employment equity brochure for distribution to all Rural Service Centres.

3. Presentations:

- Presentations regarding employment equity were made to management and other employees.

- The Provincial Employment Equity Co-ordinator made presentations to several departments, giving an overview of the government's employment equity program, current human rights legislation and the role of managers and employees in achieving objectives and goals.

- ERM has a an Employee Orientation Program, which includes briefing on the employment equity program. In addition, the department hosts a one-day formal orientation session for new employees semi-annually. An employment equity presentation is part of these orientation workshops. The Workforce Survey form is distributed, participants are encouraged to complete it and someone is available to answer questions regarding employment equity. In 1992/93, ERM made 15 presentation to various department groups on employment equity topics.

  1992/93 Examples

- Social Services offered cross-cultural training, conducted by Aboriginal elders, to staff in the Young Offenders Program.

- The Executive Co-ordinator of Women's Secretariat addressed senior management staff on employment equity at Highway and Transportation's Executive forum.

- In Energy and Mines, a staff person spoke to the Employment Equity Committee on his experience at KIYANAW - a three day Aboriginal cultural exchange workshop and camp.

- An external consultant was contracted by ACS to conduct a disability awareness seminar. A sub-committee was established to research and provide additional information to all staff (contact voluntary agencies, preview videos, gather appropriate literature).

4. Conferences and Seminars:

. Staff attended conferences, seminars and training courses on employment equity and other related issues.

1992/93 Examples

· In Justice, cultural awareness continues to be a part of the Correctional Worker training program. The course was redesigned this year and includes components on racism, Indian and Metis culture and contemporary issues. A day visit to a Reserve provided an opportunity to learn from and interact with local political and spiritual leaders in traditional culture.

. PSC piloted a half-day cross-cultural awareness seminar with IMAS which included a traditional feast.

. IMAS staff presented at national and provincial conferences: Royal Commission on Aboriginal Affairs, Indian and Native Employment (IANE) and Canadian Council of Native Business. IMAS spoke to Touch File Hills Tribal Council, Indian Business Management students, Saskatchewan Health Board, public and separate school board staff, Saskatchewan Education, MSS, Regina Economic Development Authority Association and Regina Chamber of Commerce.

. SADAC delivered a satellite training workshop to twenty-one sites in the province on the topic, "Exploration of Cultural Issues in Treatment of Chemical Dependency".

. Several departments attended as participants (presenters and resource persons) and as observers at the Crown Investments Corporation's (CIC) Employment Equity Seminar for Crown and Treasury Board Corporations held in December, 1992.

. ERM established a cross-cultural training committee to address generic, as well as specific department needs. Staff from the Operations Division attended cross-cultural training seminars.

<u>Conferences/seminars attended in 1992/93 include:</u>

. "Breaking Barriers" (Justice Aboriginal Human Resources Planning)
. "The First Nations Treaty Rights to Education"
. "Cultural Realities: Opportunities and Challenges" (Aboriginal employment)
. "Partnerships for Economic Growth Conference" (Aboriginal employment)
. "Balancing for Workforce - The Aboriginal Factor"
. Cross-cultural seminar (Correctional Services Canada)
. "Racism - Its Implications and Strategies for Change" (Justice)

- "Creating Opportunities - Making it Work in the Nineties"
- "Valuing Diversity"
- "Still the Eagle Flies" (First Nations culture, history, contemporary issues, traditional practices and issues)
- "The Changing Role of Support Staff"
- "Acting and Communicating Assertively"
- "Recognizing Abilities, not Disabilities"

- Information regarding external conferences were also forwarded to departments. They were well attended by the employment equity co-ordinators or representatives from their committees.

  - April 2, 1992: Disabilities Directorate workshop on employment of persons with disabilities.

  - May 13, 1992: Saskatchewan Employment Equity Practitioner's Association (SEEPA) conference entitled "Employment Restraints Impacting on Visible Minorities Persons in Saskatchewan", Saskatoon.

  - September 28, 1992: Riel Local Employment Equity Exchange Day, Regina.

  - October 28 and 29, 1992: SEEPA conference entitled, "Is Employment Equity Working", Regina.

5. External Communication:

- Staff from departments participate on boards and in organizations which promote employment equity initiatives in the community.

- Several women participate as board members of volunteer community organizations, whose specific goals are to provide a supportive environment for personal and professional growth. The organizations are also forums for shared ideas and expertise. One employee developed the concept of a Career Options Awareness Program, whereby female members visit local high school classes to provide role models for female students, and give them new career ideas and encouragement.

- IMAS staff member is a member of the Regina Economic Development Board Advisory Committee, promoting the employment of Indian and Metis persons in Regina businesses.

- IMAS employees participate as active members on two boards that work with Aboriginal persons: SEEPA and the Native Advisory Board for SIAST, Kelsey Campus. Other persons of Aboriginal ancestry are referred to boards and committees as potential members.

1992/93 Examples

- IMAS initiated meetings with Indian and Metis institutions to discuss career development needs of Aboriginal peoples and to request their participation as external resources to employers' employment equity programs. IMAS met with federal government officials to devise methods to achieve common goals co-operatively and with unions to discuss employment equity in the context of collective bargaining.

- An interdepartmental Native Justice Review Committee in Justice was established to address concerns around the relationship between Aboriginal people and the justice system. This committee was formed as a result of the Linn Report.

- Corrections Division in Justice established a working committee on Aboriginal recruitment and retention. The mandate of the committee was to identify barriers to the recruitment and retention of Aboriginal staff and to develop strategies to strengthen current initiatives. The committee included representation from the FSIN, and an elder participated in several meetings. Their report will be finalized in early 1993.

- Agriculture and Food is developing an employment equity package to be used as a resource for high school career days and fairs.

6. Other:

Other initiatives which foster employment equity included:

- An Employee Assistance Program (EAP) was established in 1984 to provide confidential and professional counselling to employees who are experiencing difficulties in their personal or professional lives. EAP deals with psychological and social difficulties, family or marital distress, problems caused by alcohol and drug abuse, stress and trauma incidents. This program is available to all staff and their immediate families.

- In ETE, all curricula and instructional material continue to be reviewed to ensure non-stereotyping. In-service workshops are held to assist staff in recognizing stereotyped materials.

- Women's Secretariat participated in "Girls Exploring Technology", a three-week summer camp which provides Grade 7 - 8 girls with hands-on experience in carpentry, computer aided design (CAD) and drafting. In 1992/93, there were 3 one-week camps, attended by 30 girls.

- Departments participated in Nation l Access Awareness Week activities.

1992/93 Examples

- An ACS employee with a disability addressed the Employment Equity Committee about his disability. He talked about his injuries, the physical and emotional recovery and his experiences during re-entry in the workforce. He also suggested improvements to the Employment Equity Program.

- Disabilities Directorate co-ordinated an information session for employment equity co-ordinators on "Focusing on Ability".

- Several departments participated on a joint labour, business and government committee to set out contracting policies for major capital projects, which will include employment equity as a principle for awarding government contracts.

- ERM, IMAS, Health, PSC, and Social Services participated on the Joint Union/Government Committees on Employment Equity.

- The Drug Awareness Week in 1992 (SADAC) focused on "Keep your Spirit Free", using artwork by Aboriginal artist Sherry Farrell.

- The newly appointed PSC board has representation from three of the four designated groups. The government appoints designated group members for vacant positions on commissions, boards and agencies.

F. Other Initiatives

1. Support Services:

- Departments continue to provide career counselling services. They also refer designated group members to organizations and agencies which provide vocational counselling services or specific employment programs for designated group members. The PSC provides immediate career counselling to any potential employee upon request.

- Departments arrange "mentoring" matches between senior management and designated group employees to assist newly recruited staff to adjust to their new workplaces, explain office procedures and expectations and to offer guidance and advice about career advancement.

- Retention of designated group employees helps to create what has been termed a "critical mass" of the previously excluded group in the workplace. Efforts are made to create a supportive work environment and increase comfort levels of all staff.

- Departments recognize the need to create a harmonious corporate atmosphere

which welcomes diversity and change. Barriers to acceptance and tolerance are identified and changes are instituted to accommodate differences.

1992/93 Examples

- The PSC circulated a policy to all departments, recognizing holidays/special occasions celebrated by other cultures. The government, as an employer, must respect the religious beliefs of all their employees and make an additional effort to accommodate these beliefs. Therefore, departments were advised to make every effort to accommodate requests for leave (vacation leave, time-in-lieu, leave without pay, scheduled or earned day off, etc) to observe religious holidays.

- In Agriculture and Food, a Municipal Government employee gave a presentation on how to develop a "mentoring system".

- In ERM, two mentoring arrangements involving a female in-scope and female out-of-scope manager produced positive results.

- IMAS has developed selective policies and approaches for promoting Aboriginal managers, including Aboriginal managerial development programs, interagency exchange and secondments, special training and assignments, and practicums.

- Aboriginal staffing consultants have been hired at the PSC to provide counselling upon request and to act as positive role models for potential Aboriginal employees.

2. Other Initiatives:

- Social Services continues to employ persons with mental disabilities in the laundry section of Valley View Centre on a contractual basis.

- Agriculture and Food allocated $2000 for employment equity activities which was used to purchase resource materials and to sponsor employees at external seminars.

- Women's Secretariat has conducted research on the status and innovative options for balancing work and family responsibilities, sexual harassment, pay equity, labour standards issues and other topics.

3. Provincial Co-ordinator Initiatives:

- Labour was responsible for administering and monitoring the employment equity plans on a government-wide basis. Responsibilities included planning and policy development, co-ordination of department initiatives, monitoring and evaluating

achievements, and providing support and advisory services.

- The Provincial Employment Equity Co-ordinator co-chairs the Joint Committees with SGEU and CUPE, chairs the Employment Equity Co-ordinators' Council and the sub-committee on communications strategy, and is a member of the Steering Committee. The co-ordinator is also a member of SEEPA.

- In 1992/93 the co-ordinator was involved in the following activities, some of which are ongoing:

  - participation in educational seminars on issues such as cultural awareness, accommodation in the workplace, sexual harassment, National Access Awareness Week, and the SACL workshop on Supported Employment.

  - attendance at SHRC's education equity and employment equity public hearings, and more recently, the review of the Saskatchewan Human Rights Code;

  - presentations to department managers and staff, conferences, staff development seminars, and university classes;

  - quarterly collection of statistical data related to quantitative goals;

  - compilation of departments' annual report and other required documentation for submission to SHRC, including a progress report on accessibility renovations in government owned and leased buildings, an action plan for the inclusion of members of visible minorities and a pilot project report on exit interviews.

  - extensive discussions with the PSC computer staff to meet SHRC statistical requirements;

  - co-chairing the sub-committee and supervising the research on systemic barriers;

  - preparation of and contribution to research papers and policies e.g. consultations with groups representing members of visible minorities, balancing work and family responsibilities, pay equity, women in employment legislation and programs, expansion of employment equity in Saskatchewan, and interprovincial comparison of programs and budgets of other governments.

  - review and analyses of federal and other provincial governmental reports e.g. Special Committee on the Review of the Employment Equity Act: "A Matter of Fairness" (federal legislation), Ontario Police Service report and Ontario's

mandatory employment equity legislation;

- preliminary investigation of compliance contract criteria governing employers who supply the provincial government with goods and services, in consultation with SPMC;

- distribution of relevant and timely employment equity information to departments e.g. SHRC newsletters, upcoming conferences, magazine articles, statistical data, NAAW posters and pamphlets, etc.

- preparation of three issues of "Fair Facts", with the assistance of the Communications Branch of Labor, featuring women in non-traditional occupations, women in management and the Employment Equity Program in ACS; and

- respond to requests from employers, other jurisdictions, students, and general public re employment equity programs.

. Several departments participated in negotiations with Saskferco, Weyerhaeuser and Sears to encourage the development of employment equity policies in their workplaces. The Sears contract with the provincial government stipulates the company's commitment to employ and train designated group members in their "call" center.

. Copies of the paper: "Competing in a Changing Environment- Employment Equity Benefits to Crown Corporations" were forwarded to employment equity co-ordinators. The paper was prepared by Women's Secretariat for distribution to the Crown corporations, in response to a request from Crown Investments Corporation for information regarding the economic benefits of employment equity. The document provides statistics (1986 Census data) on the representation of target group members in the labor force and a succinct description of the rationale for employment equity. It served as a guide for departments in preparing for education and awareness sessions and orientation seminars for management and staff.

. The co-ordinator chaired the sub-committee on employment equity communications which comprised of representatives from Women's Secretariat, IMAS, Disabilities Directorate, Labor, PSC and SGEU. The sub-committee prepared a total of eight publications on employment equity and the designated groups, in consultation with GDI and SIFC and other voluntary groups. The information package will be distributed to all departments, employment equity co-ordinators, communication heads, Crown and Treasury Board corporations, several unions, voluntary groups, educational institutions, other provinces, etc. The package will be used as promotional materials at speaking engagements, career fairs, conferences, etc. and will be available to the general public upon

request.

4. Employment Equity Committees

- Employment Equity Committees in departments are comprised of out-of-scope and in-scope employees (including representatives from the designated groups), who meet on a regular basis. In many departments, sub-committees are formed to address issues and implement activities. Senior management often participate in one or two meetings to discuss department strategies, and/or minutes of the meetings are shared with senior management.

- Many departments have implemented a rotation plan for the appointment of committee members to allow more employees to participate in planning and implementing employment equity activities. Efforts are made to ensure member representation is geographically disbursed, that there is designated group representation, professional through to support groups, and an in/out-of-scope mix of employees.

- Departments which have regional offices are represented by employees from rural centres. Teleconference meetings are used to facilitate decision-making.

G. Difficulties Encountered

- Difficulties have been encountered in locating qualified designated group members in highly specialized positions requiring engineering, mathematical or scientific backgrounds or special licenses or certificates. One department noted: "Training candidates in large enough numbers to meet the department's employment equity goals is an educational problem beyond the scope of the department".

- Most departments said they experienced difficulty in meeting their goals as a result of budgetary restraint, and general staffing limitations. Hiring in permanent positions was somewhat limited, as many permanent positions were filled by in-service candidates, through the bumping process or the re-employment list. Few non-Article 5 positions were staffed (see p. 38).

- The attrition rate has been lower, resulting in fewer vacancies. Hiring in permanent positions is extremely limited.

- Central registries for accessing target group members have not been fully utilized. Some departments experienced difficulties in obtaining qualified candidates from some referral agencies.

- In some instances, contacts with target group members have been unproductive.

Some target group members who are contacted are employed and, therefore, not available for short-term assignments.

- The self-declared statistics do not reflect the actual number of designated group employees. Departments have had limited success with new employees completing the voluntary Workforce Survey. For example, in July, 1992, when ERM resurveyed all active employees, only 36% of the surveys were returned.

- Co-op student positions specifically posted for Aboriginal students at the University of Regina produced no responses.

- Planning was difficult, given the constantly changing environment, through reorganization and downsizing.

- Employment equity members did not have sufficient time outside of their normal workloads to commit to employment equity initiatives. Within these operational constraints, however, departments did indicate their support and commitment to meeting employment equity goals.

- Managers involved in replacing workers participating in job action were unable to commit time to employment equity activities.

- Re-organization in departments prevented staffing of permanent out-of-scope positions. In addition, employees were often involved in learning new duties and responsibilities, making it difficult to proceed with education and awareness activities.

- In the recent budget reduction exercise (March 1993), positions were abolished. While this did not significantly affect the 1992/93 activities, there will be implications for future recruitment.

H. Accommodating Persons With Disabilities

1. Physical Accessibility

- A progress report of the physical accessibility of government owned and leased buildings, jointly prepared by Labour and SPMC, was completed and submitted to the SHRC in February, 1993.

In 1992/93, $264,000 was spent on completed physical accessibility renovations in government owned and leased buildings. Table 25 lists the completed projects and amounts expended.

Table 25

ACCESSIBILITY PROJECTS COMPLETED - 1992/93

Building	Renovation	Location	Expenditure
Highways ESB	washrooms, barrier free access	Avonlea	$ 3,000
Palliser Campus	one entrance upgraded	Moose Jaw	15,000
Valley View Centre	washrooms, barrier free access	Moose Jaw Willow Cottage	20,000
Valley View Centre	washrooms, barrier free access	Moose Jaw Iroquois Cottage	25,000
Provincial Office Building	washrooms, barrier free access	Tisdale	10,000
A.J. Kuziak Building	new ramp access	Yorkton	1,000
Whitespruce Centre	new ramp access (chapel)	Yorkton	1,000
Whitespruce Centre	new ramp access (recreation centre)	Yorkton	3,000
Whitespruce Centre	entrance modified (hobby shop)	Yorkton	2,000
McIntosh Hall	automatic door system	Prince Albert	20,000
Health Clinic	washrooms, barrier free access	Ile a la Crosse	5,000
Sask. Hospital	2 new exits (main building) washrooms	North Battleford	44,000
E. A. Davies Building	entrance stair lift	Saskatoon	11,000
Sturdy Stone Centre Building	A. Code Renovation (2, 8 & 9 floors)	Saskatoon	20,000
Kilburn Hall	A. Code Renovation access	Saskatoon	20,000
T. D. Bank Bldg.	auto door system	Regina	10,000
		TOTAL	$210,000

. Initiatives relating to physical accessibility include:

- Departments ensure that all space rented for program delivery and meetings are wheelchair accessible. Labour, in consultation with SHRC, the federal government, voluntary agencies and SEEPA, compiled a checklist which has been distributed to all departments to be used for planning conferences and meetings to ensure that facilities are accessible. Appendix IV.

- SPMC, as stipulated in the **Uniform Building and Accessibility Standards Act**, must ensure that buildings are accessible, for example: accessible washrooms; "handicapped" parking; door-opening devices or lighter doors and braille elevator panels.

- Labour's Employment Equity Committee conducted an informal survey of the accessibility features of the Sturdy Stone building in Saskatoon. A report was forwarded to the SPMC.

- Municipal Government surveyed all Rural Service Centres on accessibility features, and the report forwarded to the Provincial Employment Equity Co-ordinator for submission to SPMC.

2. Technical Devices and Services:

· Departments continue to provide technical devices, on a permanent loan basis, for use by employees with disabilities. This includes maintenance contracts and repair. The government continues to provide to employees:

Devices

- telephone amplifiers
- evacutracs
- speaker phones
- redesigned desks
- special chairs
- personal readers
- braille printers
- special lighting
- special computers (hardware and software)
- talking terminal

Services

- Special leave arrangements were made and hours of work adjusted to accommodate two employees returning to work from long-term disability (one returned on a part-time basis and gradually worked up to full-time hours).

- Payment of attendant fees and mileage to workshops and training sessions.
- Payment of sign language interpreter fees for hearing impaired to attend staff conferences.
- Training sessions on the use of evacuation devices.
- Employed a reader for a person with a visual impairment.

Regulation 51 f)

Committee Structure

The following employment equity committees have been established:

Employment Equity Steering Committee

The Steering Committee met seven times during the year. The members are regularly updated concerning employment equity issues and initiatives. In the last year, the Committee:

- reviewed the Annual Report to the SHRC and departments' short-term quantitative and qualitative goals
- reviewed policy issues such as the inclusion of visible minorities, SHRC Terms and Conditions
- discussed the draft affiliation agreements concerning Aboriginal Employment Development and cross-cultural management
- reviewed the revised PSC employment application form

The Chair of the Employment Equity Steering Committee forwarded a copy of the Employment Equity Annual Report to each permanent head for information and circulation.

The Chair requested departments to submit their short-term goals in May, 1992. In its review of the goals that were subsequently submitted, the Steering Committee redirected departments to attempt to upgrade their recruitment goals - to "stretch" their targets to accommodate the designated groups.

The Steering Committee met frequently to discuss proposals for:

1. Improving and enhancing employment equity in Executive Government;

2. Expanding employment equity to the Crown and Treasury Board corporations, and

3. Developing policy alternatives for promoting employment equity to third party agencies and the private sector.

   In order to address these issues, the Steering Committee was expanded to include representatives from CIC and Finance. Labour and Executive Council provided the administrative and research support services.

The Chief Commissioner and Assistant Executive Director of the SHRC met with the Steering Committee in the fall, 1992 to discuss the 1993/94 Terms and Conditions of Approval.

Employment Equity Co-ordinators' Council

Each department is responsible for ensuring that basic employment equity principles and plans specific to its needs are implemented. Each has an appointed employment equity co-ordinator and committee, consisting of in- and out-of-scope employees, which monitor and promote employment equity. The co-ordinator is the vital link between the department, other departments, the Provincial Co-ordinator, central agencies, committees and other individuals and groups. The departmental committee develops, implements and monitors its department's plan. Each co-ordinator ensures that statistics and information from the department are included in reports required by the SHRC.

The co-ordinators represent their departments on a government-wide Employment Equity Council. The Council provides the opportunity for information exchange and input into employment equity matters, and is a formal co-ordinating mechanism for government-wide initiatives. In 1992/93, the Council met four times.

June 1992:

- . discussion of annual report to the SHRC
- . update of exit interview pilot project

October 1992:

- . review of SHRC Terms and Conditions of Approval
- . update on activities of the Steering Committee on Employment Equity
- . the inclusion of visible minorities

December 1992:

- one-half day seminar re women in non-traditional occupations by Denise Needham and Valerie Overend - Women's Renovation Company
- presentations by Tony Cote and Pat Detz re the inventories for Aboriginal persons and persons with disabilities respectively

March 1993:

- presentation by Duna Bailey, Provincial Co-ordinator for National Access Awareness Week, May 30 - June 6
- review of statistical data and narrative required for the annual report to the SHRC.

Department Employment Equity Committees

Each department has an employment equity committee with representatives from both in-scope and out-of-scope employees. The committee is responsible for developing, implementing and monitoring departmental employment equity plans.

Regulation 51 f)

Names of Joint Committee per Section 60

SGEU/government and CUPE/government joint committees are on-going. Each committee consists of two co-chairpersons and an equal number of union and government representatives.

Joint SGEU/Government Committee

The Joint SGEU/Government Employment Equity Committee oversees and participates in the conceptualization, development and implementation of the employment equity plan. As of March 31, 1993, the Committee consisted of the following members:

- Representing the Government of Saskatchewan

Lily Tingley, Co-chairperson
Laura Foster
Howie Alberts
Wayne McKenzie
Michele Mendryk

- Representing the Public Service/Government Employment Bargaining Unit of the Saskatchewan Government Employees' Union:

Judy McKenzie, Co-chairperson
Mike Daley
Dorian Hassard
Don Piper
Sheila Senger

Eric Boese (Interim*)
Cheryl Black (Interim*)
Leona Sarchuk (Interim*)

*Transitional members will replace three of the current members.

A Statement of Principles and Terms of Reference were developed by the Committee to guide the development of the joint employment equity plan.

The Committee is on-going for purposes of overseeing the implementation of the plan and special measures, monitoring the plan, and furthering plan development.

In 1992/93, the Joint Committee's work was restricted due to negotiations between SGEU and the government relating to the collective bargaining agreement. Two meetings had been arranged in November and December with the SHRC to discuss Term and Condition #17 (seniority provisions) but were cancelled due to rotating job action. On December 8, 1992 correspondence from SGEU indicated that their members of the Joint Employment Equity Committee will be unable to meet until the strike was concluded and a signed collective agreement in place. However, one sub-committee on inclusion of visible minorities was able to meet on at least two occasions with a SGEU representative and another sub-committee on promotional materials had SGEU representation at all meetings.

Joint CUPE/Government Committee

The Joint CUPE/government consultation committee is on-going. The Committee consists of two co-chairpersons and an equal number of union and government representatives. As of March 31, 1993, the committee members were:

- Representing the Government of Saskatchewan:
  - Lily Tingley, Co-chairperson
  - Sean Himsl
  - Laura Foster
- Representing CUPE 600:
  - Bruno Friebe, Co-chairperson
  - Nancy Redekop
  - Lois Jonson

The Letter of Understanding which guides the committee contains the following Terms of Reference:

The functions of the Joint Consultative Committee on Employment Equity are:

1. Information gathering and sharing.

2. Joint problem solving capacity - identification of problems and the joint development of resolutions for the problems.

3. Monitoring role - monitoring progress and impact of the program's implementation.

4. Ability to make jointly binding decisions in regard to the development and progress of the Employment Equity Program.

Decisions shall only be binding if a majority of CUPE representatives and a majority of the government representatives are in agreement.

Information is shared on an on-going basis by correspondence, for example, strategy for inclusion of members of visible minorities and the Annual Report to the SHRC.

Terms and Conditions

The next section outlines the SHRC's 1992/93 Terms and Conditions of Approval for the employment equity program and the response/action taken by the Government of Saskatchewan on behalf of each term and condition.

Monitoring Processes and Responsibilities

This Annual Report represents an amalgamation of department reports for the fiscal year April 1, 1992 to March 31, 1993.

TERMS AND CONDITIONS

Pursuant to Regulation 42 of **The Saskatchewan Human Rights Code**, The Saskatchewan Human Rights Commission acknowledges receipt of the Government of Saskatchewan's annual report on their affirmative action program.

Having considered the report submitted by the Government of Saskatchewan, the results of public monitoring hearings and comments from Commission staff, the Commission grants continued approval of the affirmative action program of the Government of Saskatchewan subject to the following conditions and modifications:

1. That the Government of Saskatchewan provide the Saskatchewan Human Right Commission with an annual report by April 15, 1993 outlining the actions taken during the approval period to implement the plan, the progress of the plan, difficulties encountered and any changes to the program that it may be considering.

The 1992/93 Employment Equity Annual Report was to be submitted to the Saskatchewan Human Rights Commission (SHRC) on April 30, 1993. The due date was changed by the SHRC, in recognition of the fact that the government's year end is March 31, 1993, and additional time was required for assembling the report.

2. That the Government of Saskatchewan includes in its annual report a workforce analysis and employment transaction analysis as detailed in the appended tables. This data shall include the total number of permanent positions filled during the previous year including a breakdown by designated group of positions filled. The Government of Saskatchewan shall provide a breakdown of all non-permanent positions filled during 1992 including a breakdown by designated group. The statistics shall include a breakdown by gender and by type of position for Aboriginal persons and persons with disabilities.

The computer system maintained by the Public Service Commission was reprogrammed to provide the statistical data as prescribed by the SHRC. The new tables include:

- **Work force analysis of permanent staff**
- **Work force analysis of non-permanent staff**
- **Staffing of permanent positions by external hires**
- **Staffing of non-permanent positions by external hires**
- **Promotion of permanent staff**
- **Turnover of permanent staff**
- **Summer student hires**

The data were categorized by occupational group, gender and designated group.

Statistical data provided last year are also included in this year's Annual Report: an analyses of the short-term quantitative goals, the number of non-traditional positions for women by union membership, learning opportunities, temporary assignments and work arrangements, and a list of completed accessibility projects.

3. That the Government of Saskatchewan provide the Saskatchewan Human Rights Commission with a report on the results of pilot project to conduct exit interviews with designated group members by October 31, 1992.

A report of the pilot project on exit interviews was submitted to the SHRC on December 3, 1992. Three departments participated in the project, using guidelines and an interview guide developed by the Joint SGEU/Government Employment Equity Committee.

4. That the Government of Saskatchewan develop a plan by October 31, 1992 to conduct exit interviews of all designated group employees who leave its employment. Employees who are discharged by the employer should be interviewed by a person(s) from outside of the organization. Employees who leave for other reasons should be interviewed by persons from outside their work areas or departments.

A plan was developed in cooperation with both unions to implement exit interviews in all government departments, effective January 1, 1993. The strategy for implementation was detailed in the report which was submitted to the SHRC in December.

It may be noted that, in subsequent discussions and correspondence with the SHRC, the stipulations that "Employees who are discharged by the employer should be interviewed by a person(s) from outside the organization. Employees who leave for other reasons should be interviewed by persons from outside their work areas of departments." were clarified.

Correspondence dated November 9, 1992 from the SHRC states:

"With respect to exit interviews the intention is that there be an opportunity for all designated group members to participate in an exit interview and encouragement to do so. Obviously, if they refuse, the employer cannot force the issue. However, the rate of participation will depend in the climate the employer has established for the interviews to take place. It would seem unproductive top interview employees who are involuntarily separating.

While personal interviews are certainly preferred, if they are not possible, mail-in and telephone interviews would be acceptable."

Consequently, departments were advised that designated group employees who are terminated from employment in the public service as the result of restructuring or for just cause need not be interviewed.

5. That the Government of Saskatchewan includes in its annual report a summary of the findings from the exit interviews conducted.

Table 19 , on page 39 summarizes the results of the exit interviews conducted from January 1, 1993 to March 31, 1993.

6. That the Government of Saskatchewan file the systemic barrier report when completed and provide details by department and designated groups.

A study of systemic barriers was jointly prepared by the Employment Equity Unit of the Department of Labour and the SGEU. The document is currently under review by the SGEU members of the Joint SGEU/government Employment Equity Committee, and has not been released.

7. Each department and agency covered by this plan develop and report on their employment equity initiatives setting out:

- Hiring goals for 1992-93 and results
- Representation in departments and agencies of designated group members by position for the year ending March 31, 1993
- Recruitment strategies used
- Educational activities undertaken including:
    - Sexual harassment and gender equity issues
    - Racism and cross cultural issues
    - Issues affecting persons with disabilities
- Process for identifying and providing accommodations for employees with disabilities
- Planned accessibility changes
- Other activities undertaken to achieve employment equity objectives.

The Annual Report provides information on the overall government's hiring goals and results, representation of the designated groups, recruitment and educational activities, and other special measures. Information on the accessibility policies concerning persons with disabilities and planned accessibility changes in government buildings were included in the accessibility report submitted to the SHRC in February, 1993. See Term and Condition #9.

8. That the departmental and agency reports be filed with the Commission by April 15, 1993.

Departmental and agency reports have not been filed. An overall review of the government, as a single employer, has been filed.

Previous correspondence with the SHRC in September 1988, and confirmed in a meeting in October, 1991, reaffirmed that departmental statistics and special measures

initiatives would not be publicly available, and that only aggregate data would be published.

Correspondence dated November 9, 1992 from the SHRC stated:

"This confirms there is an agreement that departmental statistics would not be made available at the public hearings. The Commission will discuss this matter further and respond at a later date."

9. That the Government of Saskatchewan provides information on accessibility to government owned and leased buildings for persons with disabilities. The information shall include:

- an update on the information provided on buildings surveyed in 1989
- process used to correct accessibility concerns identified by members of the public or staff with disabilities
- budget for and requests for renovation
- short and long term plans to implement accessibility requirements to government owned and leased buildings. This information will be provided by October 31, 1992

A report of the required accessibility information was jointly prepared by the Employment Equity Unit and the Saskatchewan Property Management Corporation, and forwarded to the SHRC on February 15, 1993. An extension to December 31, 1992 for the submission of the report had been granted by the SHRC.

10. That the Government of Saskatchewan provides the Commission with a copy of its policy for assuring that government owned and leased buildings will be accessible and the policy filed by October 15, 1992.

The policy for accessibility renovations in government owned and leased buildings were presented in the report forwarded to the SHRC on February 15, 1993.

11. That the Government of Saskatchewan report in its annual report on specific actions taken during 1992-93 to train human resources officers and program managers on:

- gender sensitivity
- sexual harassment
- cross cultural issues
- issues affecting persons with disabilities

Pages 50-61 in this Annual Report outlines the specific actions taken in the past year to train human resources personnel, managers and employees regarding employment equity and to create awareness of the barriers and special measures for designated group employees.

12. In its annual report the Government of Saskatchewan will provide a departmental breakdown by designated group on the usage of the following provisions:

- Article 5 positions
- Non-article 5 positions
- regular recruitment
- summer student hires

Pages 31-37 in this Annual Report provide data on recruitment, pages 40-42 on summer student hires and pages 37-38 on Non-article 5 positions.

13. That the Government of Saskatchewan include in its annual report information on the number and percentage of summer student hires by designated group and detail the process to be used for hiring summer students.

Table 20 presents the summer student data, by designated group. On page 40, the process for recruiting summer students for the 1993 summer is summarized.

14. That the Government of Saskatchewan establish a central inventory of applications from designated group members.

Central inventories have been established for persons of Aboriginal ancestry in the PSC and for persons with disabilities in the Disabilities Directorate. A central inventory for members of visible minorities is being developed in the PSC and will be in operation in the next fiscal year. A record of all women in government in management and professional levels 1 - 12 is maintained in the PSC. Women's Secretariat and Women in Trades and Technology (WITT) provide information re women seeking employment in non-traditional fields.

15. That the Government of Saskatchewan incorporates in the performance evaluation of managers criteria that assess employment equity initiatives and results.

Some departments have incorporated employment equity achievements in the performance evaluation of their managers, however, this has not become general government policy. While this issue was reviewed by the Steering Committee in 1992/93, it is necessary to examine the methodology for implementation in the next fiscal year.

16. That the Government of Saskatchewan includes visible minorities as a designated group in its plan by April 15, 1993 with identified goals, timetables, and special measures to be undertaken.

The government has included members of visible minorities as a designated group in all three plans. Details of the strategy were prepared by a sub-committee of departmental and union members and may be found on page 6.

In the correspondence dated November 9, SHRC stated:

"We will accept an overall approved strategy to include visible minorities in the Government's Employment Equity Plan by June 30, 1993. We will look forward to receiving, at that time, the data compiled in this regard."

In 1993/94, the workforce survey form will be revised to include members of visible minorities as a designated group, and to differentiate between Indian, Metis and Inuit persons. The Steering Committee, unions and employment equity co-ordinators will be requested to approve the revised form which will be distributed to all employees for self-identification on a voluntary basis.

17. That the sponsor, in consultation with its bargaining agents, assess the impact of seniority on employment equity. The Commission is supportive of the seniority principle. However, the way in which the seniority system is implemented can limit the equitable treatment of designated groups. Consideration should be given to the following questions:

a. At what level are designated group members recruited? Does seniority impact upon the level at which they can enter the organization?

b. Are designated group members limited in their mobility upwards and laterally within the organization because of seniority? For example, does the existence of work unit seniority make it difficult for women to leave lower wage job groups?

c. Are training opportunities determined by seniority? Does this impact on the access available to designated group members?

d. Are there discrepancies in the accrual of seniority during sick leave, maternity leave, childcare leave, education leave, etc[2]. If there is a discrepancy does it have a negative effect on the designated group members?

e. Are there other ways that seniority affects employment equity?

Preliminary discussions had been arranged in September and October, 1992 between the SHRC and both joint union/government committees to review this term and condition. However, due to activities involving collective agreement bargaining, both meetings had been postponed. To date, as the agreement has not been signed, we have been unable to re-schedule these discussions.

18. That the Government of Saskatchewan attend the 1993 affirmative action hearings.

The government and both unions intend to attend the public hearings in June 1993.

APPENDIX 1

Sample Positions by Level
Management and Professional Classification Plan

	Monthly Pay Rates March 31, 1993
LEVEL 1	
Supervisor, Institutional Services	$2,571 - 3,344
Supervisor, Word Processing Unit	
Assistant Budget Officer	
LEVEL 2	
District Administrative Officer	$2,777 - 3,609
Assistant Secretary and Accountant	
Trust Officer	
Computer Services Analyst	
Programs Manager	
Divisional Administrative Officer	
Supervisor, Network Services Centre	
LEVEL 3	
Loans and Grants Supervisor	$2,998 - 3,898
Area Maintenance Supervisor	
Food Services Manager	
Manager, Property Control	
Dental Region Administrator	
Shift Supervisor, Nursing	
Ombudsman Investigator	
Resident Supervisor	
Securities Officer	
LEVEL 4	
Project Engineer	$3,239 - 4,211
Chief Steam Heat and Power Plant Engineer	
Team Leader, Normal Living Unit	
Sheriff	
Personal Property Registrar	
District Maintenance Supervisor	
Registrar, Land Titles	
Manager, Processing Unit	
Personnel Administrator	
Junior Financial Management Analyst	
Community Planner	
Development Officer	
Petroleum Engineer	
LEVEL 5	
Park Superintendent	$3,496 - 4,547
Director, Community Training Residence	
Director of Nursing, Mental Health Region	
Director, Vital Statistics	
District Co-ordinator, Rehabilitative Services	
Manager, Payroll Control	
Manager of Accounting	
Community Planner	
Departmental Budget Officer	
Systems Analyst	
Curator	
Chiropodist	
Management Analyst	
LEVEL 6	
Deputy Director, Correctional Centre Security	$3,776 - 4,910
District Design Engineer	
Social Services District Director	
Regional Director, Alcoholism	
Manager, Occupational Health and Safety	
Director of Communications	
Assistant Director of Human Resources	

District Maintenance Engineer
Social Services Assistant District Director
Director, Administrative Services
Manager, Computer Services
Development Manager
Senior Policy Analyst
Assistant Director, Development
Intermediate Financial Management Analyst
Project Geologist
Program Supervisor, Mental Health Region

LEVEL 7

Director of Social Work	$4,040 - 5,252
Manager, Provincial Wildlife Regions	
Director of Nursing, Northern Health Services	
Director, Hospital Standards	
Chief Psychologist	
Manager, Agricultural Engineering	
Assistant Principal, Administration	
Director, Management Services Branch	
Director, Public Health Nursing	
Social Services Program Consultant	
Director, Rehabilitation Services	
Senior Hospital Administration Analyst	
Resource Management Consultant, Potash/Coal	
Chief Chemist	
Engineer of Mines	
Senior Planner	
Development Consultant	
Project Centre Manager	

LEVEL 8

Director, Mental Health Region	$4,323 - 5,620
Social Services District Director	
Director, Promotions	
Manager, Audit and Investigation Branch Offices	
Director, Administrative Services	
Regional Manager, Extension Services	
Director, Home Care	
Regional Director, Northern Field Services	
Director, Information Management	
Director, Facilities Development	
Director, Surfacing Branch	
Head, Industrial Minerals	
Associate Director, Program Development	
Director, Tax Policy	
Senior Financial Management Analyst	
Senior Toxicologist	

LEVEL 9

District Engineer	$4,628 - 6,015
Assistant Principal, Programs	
Director, Correctional Centre	
Manager, Occupational Hygiene	
Director, Administrative Services	
Director, Transportation Policy	
Petroleum Consultant	
Senior Science and Technology Co-ordinator	

LEVEL 10

Executive Director, Public Employees Benefits Agency	$4,950 - 6,436
Director, Court Services	
Director, Forestry	
Director, Field Services	
Director, Institutional Operations	
Director, Policy, Planning and Research	
Director of Negotiations	

LEVEL 11	
Executive Director, Continuing Care	$5,296 - 6,886
Executive Director, Support Services Division	
Executive Director, Agricultural Extension Services	
Executive Director, Policy Research & Management Services	
Executive Director, Psychiatric Services	
LEVEL 12A	
Executive Director,Operations Division	$5,669 - 7,369
Executive Director, Petroleum & Natural Gas	
LEVEL 12B	
Associate Deputy Minister, Finance	$5867 - 7,626
Associate Deputy Minister, Health	

Appendix II

Non-traditional SGEU Occupations for Women

Agrologist 1-3
Airport Operator 1
Apprenticeship and Labour Standards Inspector I
Assistant Farm Manager
Audiological Electronics Technician
Audio-Visual Technician 2
Auditor 1-4
Commercial Artist 2
Community Planner 1
Community Planning Technician 1-3
Computer Operator 1-2
Conservation Officer-Pilot
Cooperative Management Advisor 1-2
Coordinator, Colleges
Coordinator
Correction Services Officer 1-2
Corrections Worker 1-3
Culture & Recreation Consultant 1-2
Curriculum & Examination Development Officer
Data Processing Operator 1
District Engineering Officer
Draftsperson 2-4
Educational Consultant
Engineering Assistant 1-2
Engineering Technician 1-2
Equipment Officer
Equipment Operator 1-3
Farm Worker 1-3
Ferry Operator 1-2
Fieldworker
Fire Prevention Fieldworker 1-2
Fire Control Coordinator
Fish & Wildlife Ecologist 1-2
Food Services Supervisor 1
Forest Photo Interpreter 1-3
Forester 2-3
General Maintenance Mechanic 1
General Service Worker 1-4
Geological Laboratory Worker 1
Geologist 1
Heating & Power Plant Engineers 2-3
Highway Traffic Officer 1-2
Industry & Commerce Consultant 1-3
Investigator 1-3
Journeyman 1-2
Laboratory Scientist 1-2
Laboratory Technologist 1-3
Labourer
Lands Plans Examiner 1-3
Lands Appraiser
Lands Negotiator 1-2
Livestock Technician 2-3
Livestock Inspector 1-3
Maintenance Worker Sask Boys School
Medical Equipment Technician 1
Mines Inspector & Mines Rescue Inspector
Municipal Administration Advisor 1
Museum Technician 2-3
Occupational Health Officer
Occupational Hygienist 2-3
Operational Service Worker 1-2
Park Planner 1-2
Pasture Manager 1-2
Petroleum and Natural Gas Technician 1 - 3
Petroleum Development Officer 1-2
Pharmacist 2-3
Pickup and Delivery Person
Postal Clerk 1-2
Printing Service Technician 1
Property Control Officer
Public Health Inspector 1-2
Radio Operator
Radio Technician
Regional Coordinator 1
Resource Officer 1-4
Resource Maintenance Supervisor 1-2
Revenue Administrator 1
Revenue Officer 1-6
Senior Storekeeper
Senior Public Health Inspector
Shop Supervisor 1
Standards Consultant C.S.C.S.
Store Clerk 1-2
Storekeeper
Superintendent of Education
Supervising Radio Technician
Supervisor of Lands
Supervisor of Facilities Planning
Supervisor Operations (General)
Tourist Industry Consultant 1-3
Trades Helper 1
Trades Instructor
Tradesperson 1
Transport Operator 1
Tax Auditor 3-4
Technical Safety Inspector 1-3
Water Development Project Supervisor 2

Non-traditional CUPE 600 Occupations for Women

Baker
Driver
Firefighter
Head Upholsterer
Journeyman 2
Laundry Workers 2-4
Medical Equipment Technician
Psychologist 1-3
Storekeeper
Senior Storekeeper

APPENDIX III

ACS has a total of 261 filled positions. Of these, 125 are in-scope (SGEU) and 136 are out-of-scope Board Minute positions. The latter statistics are not included in the Human Resources System (HRS) computer system at PSC and are, therefore, compiled manually by the Treasury Board corporation. Table 1 presents the ACS staff complement.

Table 2 illustrates the external and internal recruitment done by ACS, which have been included in the overall government statistics in Table 18.

*Inscope positions include: 76 permanent, 6 temporary, 21 part-time and 22 casual.

Table 1
ACS - EMPLOYMENT EQUITY STATISTICS

	Total Positions	Women in Management	Women in Non-Traditional	Persons of Aboriginal Ancestry	Persons with Disabilities
In-Scope	125	N/A	0/5	1	3
Out-of-Scope	136	31 (22.7%)	16/69 (21.7%)	0	0
TOTAL	261	31	16/74	1	3

Table 2
ACS 1992/93 - BOARD MINUTE APPOINTMENTS

	External Recruitment		Internal Recruitment		
	Management	Non-Traditional	Managment	Non-Traditional	Total
PERMANENT APPOINTMENTS					
Transfers within departments	0	0	1	0	1
Promotions within departments	0	0	4	2	6
Competitions	1	0	0	0	1
Secondments within departments	0	0	3	2	5
Upward reclass based on new duty assignments	0	0	0	0	0
Other methods of appointment	0	0	0	0	0
Labour Service	0	0	0	0	0
NON-PERMANENT APPOINTMENTS					
Temporary	0	3	0	0	3
Part-Time	0	0	0	0	0
Casual	0	0	0	0	0
Labour Service	0	0	0	0	0
TOTAL	1	3	8	4	16

APPENDIX 1V

CHECKLIST FOR PERSONS WITH DISABILITIES

The following checklist was devised to ensure that the needs of persons with disabilities are met at meetings and conferences. This checklist should be a standard practice used by conference organizers to ensure that the necessary accommodations are made.

1. Registration Forms

   a) Do you have any needs which require accommodation(s)?

   _____ sign language interpreter or lip-reader
   _____ wheelchair access information
   _____ note-taker
   _____ care attendant
   _____ alternate media (braille/tape)
   _____ other _____

   b) Is child care required?
   _____ number of children
   _____ ages
   _____ specify care required for children with disabilities: _____
   _____

2. Inspection of Facilities

   External

   _____ straight in entrance with no steps/curbs or level change
   _____ automatic doors or doors that can be operated with a minimum amount of strength or pressure
   _____ if some doors are inaccessible, directional sign indicating the location of the accessible entrance door
   _____ parking spaces identified as reserved for disabled drivers close to the entry
   _____ passenger drop-off zone located near the selected entrance

   Internal

   _____ accessible washrooms for persons in wheelchairs for each sex
   _____ accessible elevators for persons with disabilities (example: elevator controls within reach of a person in a wheelchair; or elevators equipped with light and bell signals for persons who are visually impaired or deaf)
   _____ stairs and exits identified by clear unambiguous signage
   _____ visual smoke and fire alarms
   _____ centrally located visual emergency/evacuation message systems
   _____ accessible drinking fountains and/or coffee pots
   _____ accessible telephones (telephones equipped for persons with hearing impairments and identified as being so)
   _____ electrical outlets
   _____ day room (if lengthy visit)

3. Conference Materials

_____ printed materials in braille, on cassettes, or in large print for persons with visual impairments
_____ clear wording in written materials (non-discriminatory and simplified terminology)
_____ provisions for those who have hearing impairments (e.g. induction loop, FM receivers)
_____ audio/visual aide required/available

4. Conference Room

_____ choice of seating arrangements or areas for persons in wheelchairs to be interspersed in the audience
_____ tables and desk surfaces located at a height which can be comfortably used by a person sitting in a wheelchair
_____ suitable dining space for people in wheelchairs

NOTE: NEVER TAKE SOMEONE ELSE'S WORD THAT A LOCATION IS ACCESSIBLE!

APPENDIX V

List of Abbreviations

ACS	- Agricultural Credit Corporation of Saskatchewan
CUPE 600	- Canadian Union of Public Employees Union Local 600
EAP	- Employee Assistance Program
ED	- Economic Development
ERM	- Environment and Resource Management
ESL	- English-as-a-Second-Language
ETE	- Education, Training and Employment
FSIN	- Federation of Saskatchewan Indian Nations
GDI	- Gabriel Dumont Institute
HRS	- Human Resources System
IANE	- Interprovincial Association for Native Employment
IMAS	- Indian and Metis Affairs Secretariat
INAC	- Indian and Northern Affairs Canada
MSS	- Metis Society of Saskatchewan
NORPAC	- Northern Professional Access College
NORTEP	- Northern Teacher Education Program
O/S	- Out-of-scope
PSC	- Public Service Commission
SACL	- Saskatchewan Association for Community Living
SADAC	- Saskatchewan Alcohol and Drug Abuse Commission
SEEPA	- Saskatchewan Employment Equity Practitioners' Association
SGEU	- Saskatchewan Government Employees' Union
SHRC	- Saskatchewan Human Rights Commission
SIAST	- Saskatchewan Institute of Applied Science and Technology
SIFC	- Saskatchewan Indian Federated College
SPMC	- Saskatchewan Property Management Corporation
SUNTEP	- Saskatchewan Urban Native Teacher Education Program
VRDP	- Vocational Rehabilitation for Disabled Persons Program
WIAST	- Wascana Institute of Applied Science and Technology